



MINISTRY OF THE PRIME MINISTER

Annual

REPORT

2025

Ministry of the Prime Minister

ANNUAL REPORT 2025

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Acronym

ACU	Aid Coordination Unit
ADR	Annual Development Report
AIK	Aid-in-Kind
APT	Asia-Pacific Telecommunity
CERTVU	Computer Emergency Response Team Vanuatu
CIO	Chief Information Officer
CNS	Computer and Network Services
COC	Citizenship Office and Commission
COM	Council of Ministers
CP	Corporate Plan
CSOs/NGOs	Civil Society Organizations/Non-Government Organizations
CSP	Content Security Policy
CSU	Corporate Service Unit
CTB	Central Tender Board
CTO	Commonwealth Telecommunications Organization
DA	Development Assistance
DCDT	Department of Communications and Digital Transformation (formally OGCIO)
DCIO	Deputy Chief Information Officer
DCO	Development Committee of Officials
DFAT	Department of Foreign Affairs and Trade, Australia
DG	Director General
DoFA	Department of Foreign Affairs
DoFT	Department of Finance and Treasury
DPs	Development Partners
DRCU	Disaster Recovery Coordination Unit
DSA	Domestic Subsistence Allowance
DSPPAC	Department of Strategic Policy, Planning and Aid Coordination
EO	Executive Officer
EU	European Union
EU CSO TCF	European Union Civil Society Organization Technical Corporation Facility
GBN	Government Broadband Network
GfG	Governance for Growth
GIP	Government Investment Program
GRT	Government Remuneration Tribunal
HRO	Human Resource Officer
ICT/IT	Information Communication and Technology/Information Technology
IDRR	International Day for Disaster Risk Reduction
LDC	Less Develop Country
LPO	Local Purchase Order
LRC	Legislative Review Committee
LSD	Language Services Department
M&E	Monitoring and Evaluation
MBC	Ministerial Budget Committee
MFAT	Ministry of Foreign Affairs and Trade, New Zealand
MFEM	Ministry of Finance and Economic Management
MIPU	Ministry of Infrastructure and Public Utilities
MIS	Management Information System
MJCS	Ministry of Justice and Community Services
MoCCA	Ministry of Climate Change and Adaptation
MoET	Ministry of Education and Training
MoIA	Ministry of Internal Affairs
MPM	Ministry of the Prime Minister
NDRF	National Disaster Recovery Framework
NIDC & TAG	National ICT Development Committee & Technical Advisory Group

NPF	National Planning Framework
NPPs	New Policy Priorities/Proposals
NRC	National Recovery Committee
NSA	National Security Advisor
NSDP	National Sustainable Development Plan
OAG	Office of the Attorney General
ODA	Official Development Assistance
OGCIO	Office of the Government Chief Information Officer
OIC	Officer In-Charge
OPSC	Office of the Public Service Commission
PA / PS	Political Advisor / Private Secretary
PaCSON	Pacific Cyber Security Operational Network
PARBICA	Pacific Regional Branch of the International Council on Archives
PATF	Project Advisory Taskforce
PDNA	Post Disaster Needs Assessment
PFEM	Public Finance and Economic Management
PITA	Pacific Islands Telecommunications Association
PITF	Project Implementation Taskforce
PM	Prime Minister
PMO	Prime Minister's Office
PMR	Performance Management Review
PPAs	Policy and Planning Analysts
PSC	Public Service Commission
QR / HYR	Quarterly Report / Half Year Report
REDR	Register of Engineers for Disaster Relief
RFQ	Request For Quotation
ROC	Recovery Operation Center
RTI	Right to Information
SEIM	Security Event and Incident Management
SLA	Service Level Agreement
SOP	Standard Operating Procedure
SPC	South Pacific Community
TA	Technical Advisor/Assistance
TDCPM	Technical Development Cooperation Partnership Meeting
TRBR	Telecommunication and Radio Broadcasting Regulator
UN	United Nations
UNDRR	United Nations office for Disaster Risk Reduction
UNFCCC	United Nations Framework Convention on Climate Change
USP	University of the South Pacific
VBS	Virtualization-based Security
VBTC	Vanuatu Broadcasting and Television Corporation
VCC	Vanuatu Christian Council
VIPAM	Vanuatu Institute of Public Administration and Management
VNLC	Vanuatu National Language Council
VNSC/S	Vanuatu National Security Council/Secretariat
VPMU SC	Vanuatu Project Management Unit Steering Committee
VPN	Virtual Private Network

Prime Minister's Statement

I am pleased to present, on behalf of the Prime Minister's Office and its affiliated constitutional and statutory bodies, the Annual Report for the financial year 2025. This report outlines the key achievements, ongoing reforms, and challenges encountered during the year, while reflecting our continued commitment to the strategic priorities set out in the Corporate Plan 2022–2025.

The 2025 financial year was one of recovery, consolidation, and renewed direction. Following the significant disruptions experienced in late 2024, including the 7.3 magnitude earthquake that impacted Port Vila and surrounding areas, the Government also focused its attention on restoring stability, strengthening institutions, and ensuring continuity in public service delivery during a period of political transition.

The successful conduct of the snap General Elections in January 2025 marked an important turning point for the country. The establishment of a new Government provided a renewed mandate to advance national priorities, with particular emphasis on political stability, economic recovery, and institutional strengthening. The outcomes of the 2024 national referendum continued to guide governance reforms in 2025, supporting a more stable and predictable political environment.

Throughout 2025, the Prime Minister's Office played a central role in coordinating whole-of-government responses to ongoing recovery efforts. While some planned activities were delayed due to the aftermath of the 2024 crises, notable progress was made across departments and units in realigning work programs and delivering on key priorities.

In the aviation sector, the Government continued to manage the transition following the restructuring of Air Vanuatu Operations Limited (AVOL). Efforts in 2025 focused on stabilizing domestic air services and progressively restoring international connectivity through strategic partnerships with regional and international airlines. These measures were critical in supporting tourism recovery and maintaining essential air transport links.

At the international level, Vanuatu sustained its leadership on climate change advocacy. Building on earlier efforts, the Government continued its engagement with the International Court of Justice (ICJ) process, working alongside a global coalition to advance legal clarity on climate obligations. This remains a defining initiative for Vanuatu on the global stage.

The Vanuatu National Security Council Secretariat (VNSCS) continued to strengthen its operational capacity in 2025. Building on recruitment undertaken in 2024, further efforts were made to enhance coordination mechanisms, improve policy implementation, and support national security priorities across all provinces.

Infrastructure development remained a key focus area under the Vanuatu Project Management Unit (VPMU). While some projects experienced delays due to earlier disruptions, progress continued on priority initiatives, including aviation infrastructure, energy access projects, and road development programs. These investments are essential to supporting long-term economic growth and service delivery.

The Government's partnership with the Vanuatu Christian Council (VCC) remained an important avenue for community engagement and social development. During 2025, both parties worked towards reviewing and strengthening the existing partnership framework, ensuring continued collaboration beyond the initial agreement period.

The Citizenship Office and Commission (COC) continued to enhance the management of Vanuatu's citizenship programs. In 2025, efforts focused on strengthening compliance, improving operational systems, and building institutional capacity to ensure greater transparency and accountability.

The implementation of the Government Remuneration Tribunal (GRT) determinations, which commenced in late 2024, continued throughout 2025. This has been a significant reform aimed at ensuring fair and standardized remuneration across the public service, contributing to improved morale and performance.

Despite the progress made, challenges remained. Resource constraints, capacity limitations, and the need to balance recovery efforts with ongoing development priorities required careful planning and prudent management. Nonetheless, the resilience and dedication of public servants across all departments have been instrumental in maintaining momentum.

As we conclude the Corporate Plan 2022–2025 cycle, the Government remains committed to building a more stable, resilient, and prosperous Vanuatu. Lessons learned from recent challenges have reinforced the importance of strong institutions, effective coordination, and national unity.

I wish to acknowledge and commend all staff of the Prime Minister's Office and its associated bodies for their dedication and hard work throughout the year. Your contributions have been vital in navigating a complex operating environment and delivering meaningful outcomes for our people.

Let us continue to build on these efforts as we move forward into the next phase of our national development journey.

May Almighty God continue to bless our nation and peoples.



Honourable Jotham Napat (MP)
Prime Minister
Government of the Republic of Vanuatu

Director General's Statement

I am pleased to submit to the Public Service Commission, on behalf of the Ministry of the Prime Minister and its affiliated constitutional and statutory bodies, the 2025 Annual Report in accordance with the Public Service Act [CAP 246] of 1998. This report fulfills our statutory obligation to inform the Government, Parliament, and the people of Vanuatu on the performance, achievements, and challenges of the Ministry over the past financial year.

The 2025 financial year was characterized by recovery, stabilization, and renewed coordination efforts across Government. Following the political transition and the devastating earthquake of December 2024, the Ministry operated in a complex environment that required strong leadership, effective coordination, and adaptive planning. The successful General Elections in January 2025 marked a critical step toward restoring political stability and provided a renewed mandate for Government to advance its priorities.

As the central agency responsible for strategic policy direction and whole-of-government coordination, the Ministry of the Prime Minister continued to guide long-term planning while ensuring alignment of sectoral priorities with national development objectives. Throughout 2025, Departments, Units, and Agencies under the Ministry worked collectively to realign their Business Plans, restore disrupted operations, and progressively deliver on the Corporate Plan 2022–2025. Coordinating resources and ensuring continuity in service delivery remained a significant challenge. The impacts of the late 2024 crises continued to affect implementation timelines, institutional capacity, and infrastructure. However, these challenges also reinforced the importance of resilient systems, improved preparedness, and stronger governance mechanisms. In response, the Ministry strengthened its coordination role, enhanced monitoring processes, and supported agencies in prioritizing critical programs and reforms.

Despite the constraints, notable progress was achieved across key areas, including institutional strengthening, policy coordination, infrastructure program oversight, and improvements in public sector management. These achievements reflect the collective efforts of all agencies and staff within the Ministry.

I wish to acknowledge the leadership of the Honorable Prime Minister and the Council of Ministers for their clear policy direction and continued support throughout the year. Their guidance was instrumental in navigating the post-crisis recovery phase and maintaining focus on national priorities. I also extend my sincere appreciation to all Directors, Heads of Units, Secretary Generals, and staff at all levels for their dedication, resilience, and professionalism. Your commitment has been critical in ensuring that the Ministry continues to function effectively and deliver on its mandate despite a challenging operating environment.

The Ministry also recognizes the invaluable support of our development partners, including the Governments of Australia, New Zealand, China, Japan, the United States of America, the United Kingdom, the European Union, and United Nations agencies. Their continued assistance through technical support, grants, and collaborative programs has significantly contributed to the implementation of our priorities and recovery efforts in 2025.

Furthermore, I would like to acknowledge the contributions of all Departments and Units in the timely preparation and submission of their annual report inputs, which have enabled the consolidation of this report.

Given the broad mandate of the Ministry in coordinating government policy, planning, and development cooperation, this report provides a summarized account of activities undertaken in 2025. Stakeholders and the general public are encouraged to engage with the Ministry should further information be required.

As we conclude the Corporate Plan 2022–2025 cycle, this report reflects our continued commitment to strengthening governance, promoting coordination, and fostering a high-performance culture within the public service. We remain focused on supporting the delivery of the National Sustainable Development Plan and advancing the long-term development aspirations of Vanuatu.

I trust that this report will provide useful insights into the work of the Ministry and its contribution to national development.



Mr. Georges Maniuri
Director General
Ministry of the Prime Minister



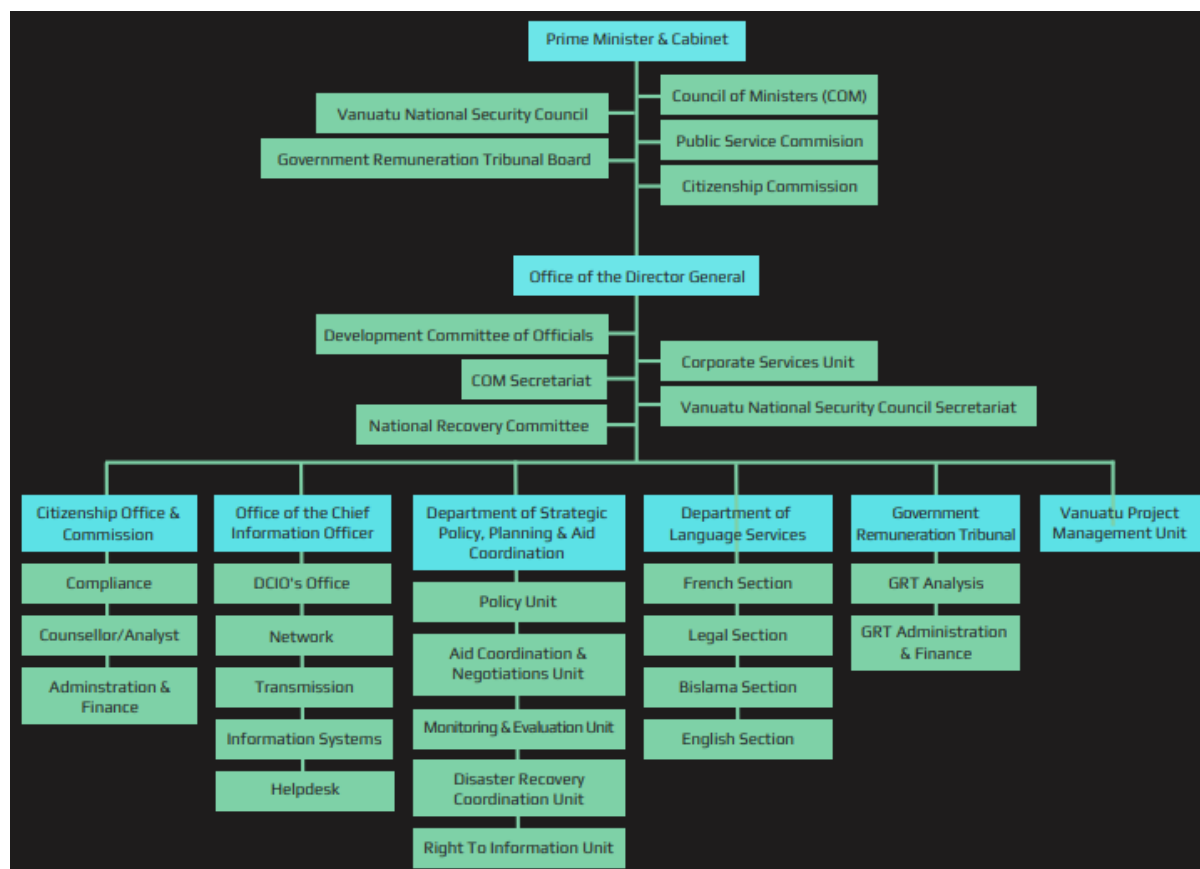
Corporate Structure

The organizational structure of the Ministry of the Prime Minister shows active line of communication between the Prime Minister and five (5) high level government official bodies. The Prime Minister has active reporting lines to His Excellency, The President of the Republic of Vanuatu as well as to the National Parliament.

Under the Prime Minister is the Director General’s Office, which comprises the Corporate Service Unit (CSU), Vanuatu National Security Council Secretariat (VNSCS), and Council of Ministers (COM) Secretariat. The Director General’s Office is responsible for providing administrative and management support to the Prime Minister’s Office and the Ministry of the Prime Minister at large. The Director General oversees the Ministry’s five departments and the Vanuatu Project Management Unit (VPMU), each headed by a Director or a Secretary General.

Among these departments are three constitutional and statutory bodies that are also under the Prime Minister’s portfolio: The Citizenship Commission, Government Remuneration Tribunal, and Vanuatu National Security Council.

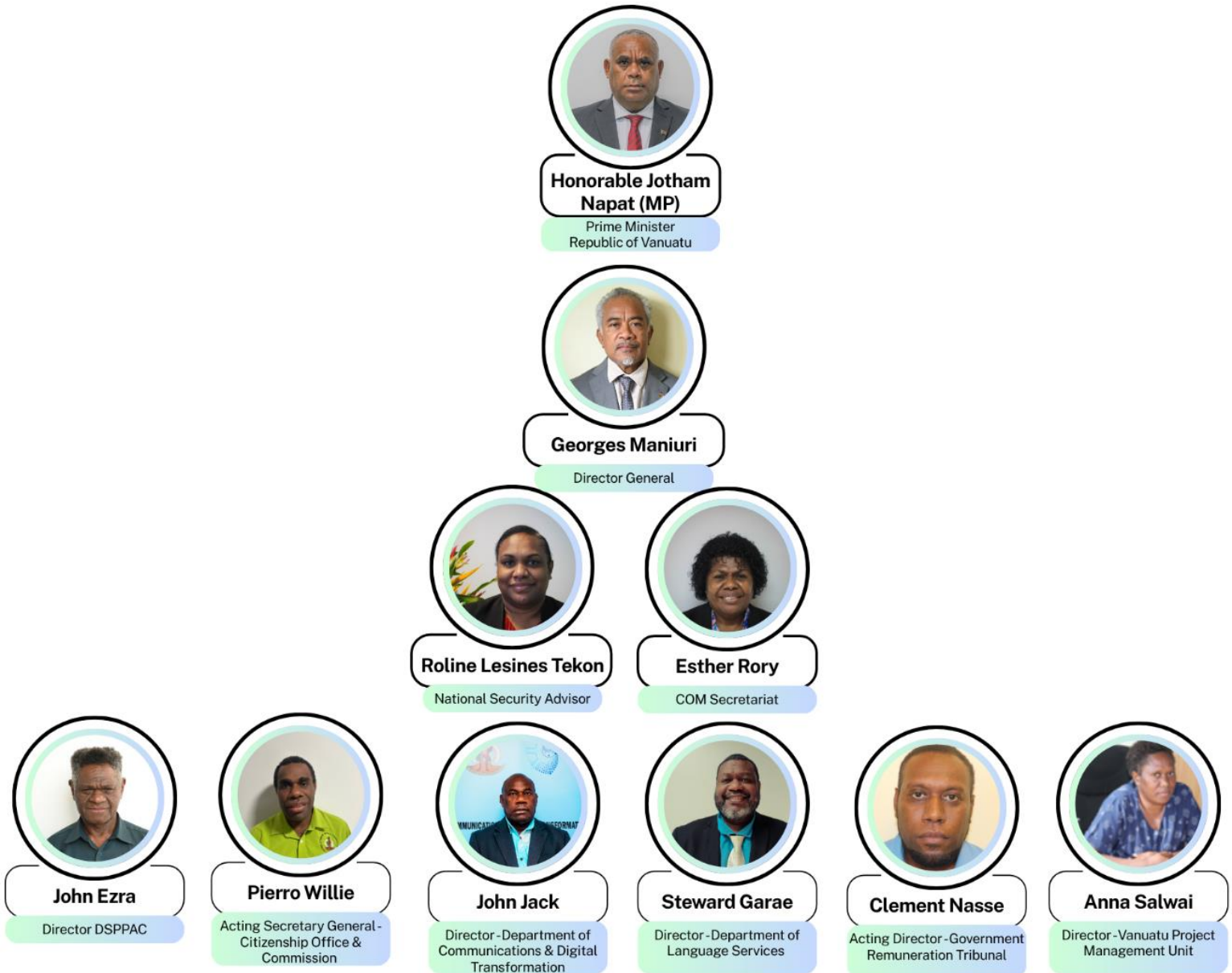
Figure 1: MPM Overall Organization Structure



In 2025, there were no reviews of the departments and agencies organization structures under the Ministry of the Prime Minister (MPM). However, those that have had their organization structures reviewed and approved in 2023 - 2024 (i.e., VNSCS, COC, and GRT) had been working on its implementation from 2024 to 2025.

The main purpose for the restructures and its implementations was to strengthen human resources capacity in implementing the changes to the respective legislative functions, policies, and mandates of the departments concerned.

Executive Management Members, 2025



Corporate Overview

Vision

An effective and efficient leadership and strategic direction for a united, stable, sustainable, well-governed, and resilient nation.

Mission

To provide strong, accountable and transparent leadership in the government that guarantees:

- The development and efficient management of strategic directions, government policy, resource allocation, and
- Upholding the Constitution, the rule of law, and good governance principles.

Values

Leadership	Promoting strong leadership for result and innovation and most importantly providing sound policy and planning advice to the Government;
Teamwork & Cooperation	Valuing team spirit and cooperation as foundation for success. Therefore, teamwork is encouraged in all aspect of MPM activities;
Effectiveness & Efficiency	Using policy and planning frameworks to demonstrate efficient responses to needs and effective results while managing budgets, risks and challenges in the workplace environment;
Integrity	Ensuring a working environment that promotes networking, team spirit and sound relationships, honesty and strong moral principles;
Accountability	Delivering accountability, for the success and decisions of the ministry while jointly celebration successes and rewarding excellence;
Transparency	Fostering effective communications, meetings, openness and honest decision taken at all levels as a cornerstone of MPM's credibility;
Equity	Striving for equality and ensuring equity in all the administrative operations;
Responsiveness	Building a ministry that is responsive to the needs of Vanuatu;
Punctuality	Ensuring timeliness of attendance and delivery of services and tasks is a critical part of the MPM workplace culture;
Reliability	Performing reliable and consistently in the policy and planning advice provided, delivery of targets and professional relationships;
Respect	Respecting each other's rights and privileges to promote unity and teamwork.

Strategic Directions and Objectives

The Ministry of the Prime Minister has four strategic directives outlined in its 2022 – 2025 corporate plan:

- Enhance effectiveness and efficiency of institutions for improvement of service delivery;
- Improve policy, planning and legislative directions for the government;
- Improve ICT across government and all its stakeholders;

- Strengthen framework for a safe, secure, inclusive & equitable Vanuatu.

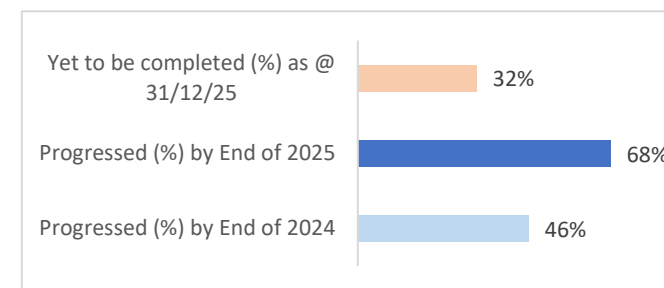
The Ministry has eight strategic objectives outlined in its 2022 – 2025 corporate plan and are listed below:

- To effectively and efficiently manage the Ministry of the Prime Minister, the Council of Ministers, and the Vanuatu National Security Council (VNSC);
- To strengthen national strategic policy and planning coordination, reporting, and donor resourcing;
- To coordinate implementation of the right to access information for all and voluntary disclose of information by government agency or relevant private entity;
- To provide language services to the Government and to raise awareness of the use of official languages;
- To digitally transform Vanuatu by encouraging digitization of services, improving Quality of Service (QoS) and affordability of broadband connectivity, increasing digital literacy, and promoting a safe and hygiene cyber space;
- To effectively administer the Citizenship Act and provide secretariat and advice to the Citizenship Commission so it is recognized as competent and dependable commission for revenue generation to enable improved service delivery;
- To effectively implement the Government Remuneration Tribunal Act and provide secretariat support to the GRT; and
- To provide safety and security for all our peoples, through a national security system that anticipates threats, protects the nation, builds resilience, and shapes our environment in Vanuatu's interests

Summary of 2025 Performance Against Corporate Plan Objectives

CORPORATE PLAN OBJECTIVES	2025 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2025								
<p>1. To effectively and efficiently manage the Ministry of the Prime Minister, the Council of Ministers, and the Vanuatu National Security Council (VNSC)</p>	<ul style="list-style-type: none"> • Oversee Council of Ministers Meetings • Oversee the National Security Council meetings • Undertake High level meetings and dialogues in-country, regionally, and at international levels • Establish mechanism(s) to maintain political stability • Provision of regular briefings to the Prime Minister on socioeconomic and political developments • Administer meetings, travels and visits of the Prime Minister • Observance of the Public Finance and Economic Management Act • Coordination of PM's Cabinet staff <hr/> <ul style="list-style-type: none"> • Overall management of the MPM • MPM Planning, Budgeting, Financing, and Reporting • Administration of MPM's daily operations and assets • Human resource management and performance management • Capacity building in the Ministry based on National HR Development Plan: 2020 – 2030 	<ul style="list-style-type: none"> • Office of the Hon. Prime Minister • Director General's Office • COM Secretary • Vanuatu National Security Council Secretariat (VNSCS) <hr/> <ul style="list-style-type: none"> • Director General's Office <ul style="list-style-type: none"> ○ Corporate Services Unit 	<table border="1"> <caption>Progressed (%) by end of 2025</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Yet to be completed (%) as @ 31/12/25</td> <td>8%</td> </tr> <tr> <td>Progressed (%) by End of 2025</td> <td>92%</td> </tr> <tr> <td>Progressed (%) by End of 2024</td> <td>88%</td> </tr> </tbody> </table>	Category	Percentage	Yet to be completed (%) as @ 31/12/25	8%	Progressed (%) by End of 2025	92%	Progressed (%) by End of 2024	88%
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CORPORATE PLAN OBJECTIVES	2025 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2025
	<ul style="list-style-type: none"> Information Communication MPM Compound Infrastructure Development Information Technology (IT) 	<ul style="list-style-type: none"> COM Secretary 	
2. To strengthen national strategic policy and planning coordination, reporting, and donor resourcing	<ul style="list-style-type: none"> Planning Process Government Projects DSPPAC restructuring Review of Government Act DCO/COM SOP Policy process Budget Process Sector and Stakeholder Support Regional and international commitments Administration 	<p>Department of Strategic Policy Planning and Aid Coordination (DSPPAC)</p> <ul style="list-style-type: none"> Policy and Planning Unit 	
	<ul style="list-style-type: none"> Compilation of ODA for inclusion in supplementary and annual budget; presentation to MBC as requested by DoFT/MFEM High Level consultations between Vanuatu and individual development partners successfully convened Meetings held with resident development partners Develop joint cooperation agreements in collaboration with central agencies 	<p>Department of Strategic Policy Planning and Aid Coordination (DSPPAC)</p> <ul style="list-style-type: none"> Aid Coordination Unit 	



CORPORATE PLAN OBJECTIVES	2025 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2025
	<ul style="list-style-type: none"> • Participate in high level and technical discussions regionally and internationally • Central agencies are informed of the outcomes of the high level and technical discussions • Implementation of the ODA Management Policy and the ODA Management Policy Implementation Strategy • Develop the ODA Procedures Manual (Volume III) • EU programs are managed and implemented in a timely manner • LDC post-graduation program is managed and implemented on a timely manner • ACU HR Management 		
	<ul style="list-style-type: none"> • National M&E Policy and NSDP M&E Framework implementation • Activities for M&E capacity building as laid out in the M&E roll-out strategy are implemented • Regular M&E reports are produced and Unit running efficiently and effectively • NSDP Data Gap • Adequate Resourcing • Skill GAP analysis • Capacity building • Recruitment of M&E Officer • Research component scoping 	<p>Department of Strategic Policy Planning and Aid Coordination (DSPPAC)</p> <ul style="list-style-type: none"> • Monitoring and Evaluation Unit 	

CORPORATE PLAN OBJECTIVES	2025 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2025
	<ul style="list-style-type: none"> • VNR (Voluntary National Review) • SIDS engagement • Annual Development Report (ADR) • SMART indicators in Corporate Plans aligned to NSDP • Appropriate technology for Monitoring established • Sub-national Plan (SMART) indicators aligned to NSDP • Monitoring guideline developed • Monitoring guideline training manual • VNR support • Evaluation Guidelines Standard established • Evaluation Guideline Training Manual Developed • Evaluation training guideline • 2nd NSDP 5-year Review (2021 – 2025) Planning and Budgeting • Policy Audit Guidelines Standards established • Policy Audit Guideline Training Manual Developed • Policy Audit Guideline Training • Support Head of Unit • Support Monitoring activities • Support Evaluation activities • Support Policy Audit activities • SIDS Meeting Support 		

CORPORATE PLAN OBJECTIVES	2025 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2025								
	<ul style="list-style-type: none"> Administration Implementations of the Disaster Recovery projects Field Monitoring visit of recovery project sites Conduct PDNA/Recovery Plan lessons learned workshop (LLW) Review the ROC SOP Development of the PDNA Report /Recovery Plan Engagement of stakeholders to improve post disaster need assessment Recovery legislation and policy development Risk transfer and scoping mechanism Mainstreaming the Recovery activities 	Department of Strategic Policy Planning and Aid Coordination (DSPPAC) <ul style="list-style-type: none"> Disaster Recovery Coordination Unit 	Progressed (%) by end of 2025								
3. To coordinate implementation of the right to access information for all and voluntary disclose of information by government agency or relevant private entity	<ul style="list-style-type: none"> Increase Public Awareness on the RTI Act Organise Right to Information Steering Committee Meetings Increase Government Proactive Publication Increase improved records management system for public bodies An established structure that facilitates RTI Implementation An establish structure under MPM 	Department of Strategic Policy Planning and Aid Coordination (DSPAC) <ul style="list-style-type: none"> Right to Information Unit (RTIU) 	<table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Yet to be completed (%) as @ 31/12/25</td> <td>35%</td> </tr> <tr> <td>Progressed (%) by End of 2025</td> <td>65%</td> </tr> <tr> <td>Progressed (%) by End of 2024</td> <td>64%</td> </tr> </tbody> </table>	Category	Percentage	Yet to be completed (%) as @ 31/12/25	35%	Progressed (%) by End of 2025	65%	Progressed (%) by End of 2024	64%
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Progressed (%) by End of 2024	64%										

CORPORATE PLAN OBJECTIVES	2025 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2025						
	<ul style="list-style-type: none"> Establish and promote RTI Web Portal Increase RTI Training for Public Officials Update RTI Website and social Media Platforms Establish Office of the Information Commissioner Monitor overall progress of RTI implementation 								
<p>4. To provide language services to the Government and to raise awareness of the use of official languages</p>	<ul style="list-style-type: none"> Promote effectiveness and efficiency of institutions for improvement of service delivery Set policy and legislative directions for the Government Build institutional & human resource capacity Progress availability and accessibility of information for all 	<p>Language Services Department (LSD)</p>	<table border="1"> <tr> <td>Yet to be completed (%) as @ 31/12/25</td> <td>22%</td> </tr> <tr> <td>Progressed (%) by End of 2025</td> <td>78%</td> </tr> <tr> <td>Progressed (%) by End of 2024</td> <td>75%</td> </tr> </table>	Yet to be completed (%) as @ 31/12/25	22%	Progressed (%) by End of 2025	78%	Progressed (%) by End of 2024	75%
Yet to be completed (%) as @ 31/12/25	22%								
Progressed (%) by End of 2025	78%								
Progressed (%) by End of 2024	75%								
<p>5. To digitally transform Vanuatu by encouraging digitization of services, improving Quality of Service (QoS) and affordability of broadband connectivity, increasing digital literacy, and</p>	<ul style="list-style-type: none"> Annual Budget Payment Procurement Income Revenue Government Asset Registry Office Space Office filing Management Meetings Implement proper management of OGCIO mails Implement proper use of Govt vehicle 	<p>Office of the Chief Government Information Officer (OGCIO)</p> <ul style="list-style-type: none"> Administration and Finance Unit 	<table border="1"> <tr> <td>Yet to be completed (%) as @ 31/12/25</td> <td>18%</td> </tr> <tr> <td>Progressed (%) by End of 2025</td> <td>82%</td> </tr> <tr> <td>Progressed (%) by End of 2024</td> <td>45%</td> </tr> </table>	Yet to be completed (%) as @ 31/12/25	18%	Progressed (%) by End of 2025	82%	Progressed (%) by End of 2024	45%
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Progressed (%) by End of 2025	82%								
Progressed (%) by End of 2024	45%								

CORPORATE PLAN OBJECTIVES	2025 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2025
promoting a safe and hygiene cyber space	<ul style="list-style-type: none"> • Manage Employees Leave Administration • Manage Staff Performance Appraisals • Manage Office Stationaries • Office cleaning product • Capacity building <hr/> <ul style="list-style-type: none"> • Reforming OGCIO into fully fledged department • Establishment of Digital Transformation Unit at OGCIO • Launching Department of Communication and Digital Transformation – DoCDT • Data Protection and Privacy Bill • Launching of Data Protection and Privacy (DPP) Implementation Matrix • Harmful Digital Communication Bill • Digital Safety Authority • Universal Service Policy (USP) and creating of Universal Service Fund (USF) • National ICT development Framework • National Emergency Telecommunication Cluster Plan • Hosting ICT Days • International collaboration & partnerships 	OGCIO <ul style="list-style-type: none"> • Policy and Compliance Unit 	

CORPORATE PLAN OBJECTIVES	2025 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2025
	<ul style="list-style-type: none"> • Multi -Sector ICT collaboration • TAG Meeting • SMART Islands launching • NIDC Meeting • National Broadband Steering Committee (NBSC) Meeting • National Digital Transformation Coordination Committee (NDTCC) Meeting • Establishment of DAICOM as National State Own Entity • Implement a new National Cloud Hosting Policy and Procure Service Solutions • Implement National Digital Certification Authenticated Solution for Vanuatu 		
	<ul style="list-style-type: none"> • CERTVU Incident Response (CSP1) • National Cybersecurity Awareness program • Cybersecurity awareness Bundle (CSP2) • Cybersecurity Advisories • Develop CERT Vanuatu Incident Response Emergency Communication Framework (CSP6) • Develop and implement yearly capacity building and training program (CSP2) • Multi-stake holder cybercrime incident response (CSP4) 	<p>OGCIO</p> <ul style="list-style-type: none"> • CERT Vanuatu Team 	

CORPORATE PLAN OBJECTIVES	2025 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2025
	<ul style="list-style-type: none"> • GBN Security Hardening (CPS1) • GBN Security Assessment and Audit • SIEM and threat intelligence platform operation and enhancement (CSP1) • Cybersecurity Awareness Platform (CSP2) • Develop Standard Operating Procedure (SOP) (CSP6) • CERT Vanuatu Events • National Events (CSP2) • Cyber Month • CERTVU Monthly Security Bulletin (CSP2) • International engagement and Cybersecurity cooperation (CSP5) • Cybersecurity bylaws scoping (CSP6) • Cyber Security Agency • NICE Framework Capacity Building Program • Data Centre and Hosting Standards and Best Practice • Cloud Hosting Infrastructure Policy • Stakeholder participation • CERTVU SIM3 Framework Assessment • Quarterly reports 		
	• Systems upgrade	OGCIO	
	• Infrastructure Recovery	<ul style="list-style-type: none"> • MIS Unit 	

CORPORATE PLAN OBJECTIVES	2025 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2025
	<ul style="list-style-type: none"> • Security hardening • Backup and Recovery • Systems Management • Capacity Building 		
	<ul style="list-style-type: none"> • Restoration of government systems • Applications Development • Digital Government Implementation • Application server farms Implementation to meet best practices • Whole-of-Government Department Support • Upgrade SQL database environment Cluster • Cloud hosting for external facing application and website • Capacity Building 	OGCIO <ul style="list-style-type: none"> • Applications Development Unit 	
	<ul style="list-style-type: none"> • Provincial Helpdesk section Upgrade and capacity building • High Quality Helpdesk Service • Restructure of existing positions, roles and salary Grades for all helpdesk staff • More Intense Training Cisco/CompTIA and/or Windows certified • Active Directory, audit and clean up 	OGCIO <ul style="list-style-type: none"> • Helpdesk and Support Unit 	
	<ul style="list-style-type: none"> • Increase Govt. Internet bandwidth 	OGCIO	

CORPORATE PLAN OBJECTIVES	2025 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2025
<ul style="list-style-type: none"> • Improve MPLS network (User access) Link from 1G to 10G • Improve links connected to core Firewall • Improve Firewall logging and reporting • Improve (review/clean-up) firewall rules • Setup SDWAN links for remote/Island Branches • Up skill IP Network Staff • Improve Network Monitoring • Provide Network Connectivity to Systems Servers – Install new Server Switch • Improve backhaul links to Data Centers • Setup secure remote access for requested office/site/users • Design/Feasible Study on VOIP External Service • Review/Revive Data Center Cameras 	<ul style="list-style-type: none"> • Network and IP and Unit 	<p>OGCIO</p> <ul style="list-style-type: none"> • Transmission Unit 	
	<ul style="list-style-type: none"> • Maintain all microwave transmission link to be online 24x7x365, including all transmission & network equipment on tower sites • Maintain required AC & DC power on all tower sites to be available & online 24x7x365 		

CORPORATE PLAN OBJECTIVES	2025 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2025						
	<ul style="list-style-type: none"> Maintain safety of all transmission & network equipment located at all tower sites in good working environment conditions Maintain AC power supply (Unelco / VUI) for all Data Centres equipment, including sub-data centres, in all Provincial Headquarters Maintenance of all fibre network links, including all Provincial Headquarters Install new fibre network connections for new Government Offices ore relocated Government offices, when requested, including budget confirmation from Department concerned Review to provide backup link between Lakatoro tower site & PWD Data Centre Provide fibre network audit for Lakatoro / Luganville / Saratamata sites 								
<p>6. To effectively administer the Citizenship Act and provide secretariat and advice to the Citizenship Commission so it is recognized as competent and</p>	<ul style="list-style-type: none"> Organisation of effective Meetings Modernizing work processes Modernizing Communication Recording systems upgrade Human management and development Ensuring appropriate budget Upgrade of legislative framework 	<p>Citizenship Office and Commission (COC)</p>	<table border="1"> <tr> <td>Yet to be completed (%) as...</td> <td>0%</td> </tr> <tr> <td>Progressed (%) by End of 2025</td> <td>100%</td> </tr> <tr> <td>Progressed (%) by End of 2024</td> <td>83%</td> </tr> </table>	Yet to be completed (%) as...	0%	Progressed (%) by End of 2025	100%	Progressed (%) by End of 2024	83%
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CORPORATE PLAN OBJECTIVES	2025 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2025								
dependable commission for revenue generation to enable improved service delivery	<ul style="list-style-type: none"> Promote decentralization of services Ensuring consistent reporting Revenue generation efforts Ensuring robust investment options Exploring revenue streams 										
7. To effectively implement the Government Remuneration Tribunal Act and provide secretariat support to the GRT	<ul style="list-style-type: none"> Coordination of GRT Board Meetings Appointment of Membership to the GRT Board (representative of Private Sector) First Job Evaluation Manual for Public Sector in Vanuatu Job Market Survey Check List Submission from all Public sectors Secondments to assist the review team Department Recruitment to new organisation structure Rent office space for review team Determination reviews under the Public Sector Determinations Reviewed Judicial Service Commission Determinations reviewed Police Service Commission Determinations Reviewed Public Service Commission 	Government Remuneration Tribunal (GRT)	<table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Yet to be completed (%) as @ 31/12/25</td> <td>35%</td> </tr> <tr> <td>Progressed (%) by End of 2025</td> <td>65%</td> </tr> <tr> <td>Progressed (%) by End of 2024</td> <td>21%</td> </tr> </tbody> </table>	Category	Percentage	Yet to be completed (%) as @ 31/12/25	35%	Progressed (%) by End of 2025	65%	Progressed (%) by End of 2024	21%
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CORPORATE PLAN OBJECTIVES	2025 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2025								
<p>8. To provide safety and security for all our peoples, through a national security system that anticipates threats, protects the nation, builds resilience, and shapes our environment in Vanuatu’s interests</p>	<ul style="list-style-type: none"> • Number of Determinations review for Teaching Service Commission • Implementation of Remuneration of Government Structures • National Security Council meetings • Produce a Monitoring and Evaluation Assessment of NSC Resolutions • SSOCM meetings • Provide high-level advice to the Prime Minister on Security issues • Develop the Vanuatu National Security Foreign Engagement Strategy • Develop a Critical Infrastructure Framework • Provide intelligence assessments to the Prime Minister on National Security Issues • Produce the NSC Fortnightly Security Update • Produce geospatial assessments and products • Produce speciality opensource assessments and products • Produce Joint Assessments • Develop the NSCS database • Develop the NSCS geospatial information system • Hold Provincial Security Storian and Awareness campaigns 	<p>Vanuatu National Security Council Secretariat (VNSCS)</p>	<table border="1"> <caption>Progressed (%) by end of 2025</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Yet to be completed (%) as @ 31/12/25</td> <td>13%</td> </tr> <tr> <td>Progressed (%) by End of 2025</td> <td>87%</td> </tr> <tr> <td>Progressed (%) by End of 2024</td> <td>67%</td> </tr> </tbody> </table>	Category	Percentage	Yet to be completed (%) as @ 31/12/25	13%	Progressed (%) by End of 2025	87%	Progressed (%) by End of 2024	67%
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CORPORATE PLAN OBJECTIVES	2025 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2025
	<ul style="list-style-type: none"> • Conduct Security Focal Points Meetings • Assist with the clearance of visiting military vessels and aircraft • Capacity building of staff • Produce Standard Operating Procedures (SOPs) for NSC, SSOCM, NSCS Focal Point Meetings (FPM), Joint Assessments, NSC resolution M&E, and the NSCS office • Define the functions of the National Security Senior Officials Committee • Recruit staff as per the NSCS' approved structure and NPP • Pursue the NSCS new building • Update the NSCS website (currently at gov.vu) • Develop an NSCS Yearly Planner • Manage and update the NSCS Asset Registry • Produce a monthly unit expenditure update 		

1. 2025 Key Achievements Against the Corporate Plan Objectives

In implementing its 2025 Business Plan, the Ministry of the Prime Minister has made progressions towards achieving the key activities, outputs and ultimately the objectives outlined in its Corporate Plan 2022 – 2025. These key achievements are highlighted in table 1 below.

Table 1: Key Achievements Against MPM Corporate Plan Outputs

Progress and Key Achievements (Service Delivery) – Jan to Dec 2025	Challenges Encountered, 2025	Department Responsible
<i>Output 1: To effectively and efficiently manage the Ministry of the Prime Minister, the Council of Ministers, and the Vanuatu National Security Council (VNSC)</i>		
<ul style="list-style-type: none"> • Overarching leadership in government policy directions • Oversaw the COM Meetings and Vanuatu National Security Council Meetings • Oversaw the effective coordination and administration of Council of Ministers (COM) meetings and VNSC meetings, ensuring timely making and policy implementation • Strengthened diplomatic and development relations with both traditional development partners through bilateral and multilateral meetings (e.g., bilateral meeting with the President of France, multilateral meeting with resident development partners, etc.) • Represented Vanuatu in regional and international meetings (e.g., UNGA, PIF, CHOGM, etc.) • Initiated the first steps in addressing economic development for the people through discussions and negotiations with the Head of Bred Bank Group in Paris • Hon. PM hosted and engaged in bilateral discussions and negotiations with visiting foreign diplomats • Strong leadership and political will that fostered implementation and completion of development programs/projects in 2025. 	<ul style="list-style-type: none"> • The 7.3 magnitude earthquake of 17 December 2024 significantly disrupted Government operations and delayed policy implementation into early 2025 <ul style="list-style-type: none"> ○ Government priorities were subsequently realigned to focus on recovery, reconstruction, and service continuity • Limited fiscal space affected the pace of programme delivery and implementation <ul style="list-style-type: none"> ○ The government pursued additional funding through the national budget process and engagement with development partners 	<ul style="list-style-type: none"> • Office of the Prime Minister
<ul style="list-style-type: none"> • 41 DCO meetings held and chaired by DG MPM, with a total of 500 - 600 DCO/COM paper submissions in 2024. <ul style="list-style-type: none"> ○ MPM submitted 24 DCO/COM papers of which 2 papers were deferred by the DCO meetings. 	<ul style="list-style-type: none"> • The 7.3 magnitude earthquake on 17th December 2024 – hindered successful completion of planned activities in early 2025 	<ul style="list-style-type: none"> • Director General’s Office <ul style="list-style-type: none"> ○ Corporate Services Unit

Progress and Key Achievements (Service Delivery) – Jan to Dec 2025	Challenges Encountered, 2025	Department Responsible
<ul style="list-style-type: none"> • Coordinated, facilitated and attended more than 15 high-level meetings between the Hon. Prime Minister and visiting Foreign Diplomats/Dignitaries, and resident development partners. • DG provided strategic policy advice and support to the Hon. PM, VNRS, COM Secretariat, VNRS, PMO Cabinet, GRT, VPMU SC, COC, and MPM Directors during 2025. • Working relationships and partnerships between MPM and development partners maintained and strengthened through positive collaboration with the DG MPM. • DG led other high-level committees as Chairperson – SSOM, VNRS, VPMU SC, ESP's Strategic Issues Governance Group, OGCI SC, ICL Board of Directors, ICDC, & NBBSC • DG, Secretary COM, NSA, and CSU staff (i.e., EO, HRO, Finance Manager) meeting with Hon. PM regarding both policy directions and PMO administrative matters. • Continuous efforts and commitment made to ensure PMO's payments to suppliers were made in compliance to PFEM Act and regulations • Efficient and effective operational management of the Ministry through Management Meetings and operational tasks (e.g., gardening, cleaning, maintenance/repair works, finances, security, fleet management, stationery & office equipment/machines, IT helpdesk & support services, information communication, etc.) • HRM matters effectively managed which included: – Recruitment processes for CSU, LSD, DSPPAC, and OGCI, and COC were well coordinated by HRO; MPM staff's PMR were coordinated and facilitated effectively; Staff discipline at department/agency levels to ensure improvement of performance; MPM staff benefits and claims (e.g., Acting allowances, annual leave pay-outs, arrears of salaries, severance and gratuity payments – both for public servants & cabinet staff) 	<ul style="list-style-type: none"> ○ Planned activities were rescheduled to be implemented later in 2025. • Workload, competing priorities and busy work schedules. <ul style="list-style-type: none"> ○ Review of CSU organization structure to meet demanding functions within PMO. • Collaborations with both MFEM & PSC was good, but at times delays were encountered due to busy work schedules from MFEM & OPSC. • Lengthy bureaucratic processes, and at times delay from panellists, Delay in feedback from PSC. <ul style="list-style-type: none"> ○ Continuous collaboration with OPSC, DoFT, & respective line government agencies • Last minute confirmation of PM's travelling, and Budget expended on unplanned items / activities. <ul style="list-style-type: none"> ○ Continuous collaboration with DoFT and DoFA 	

Progress and Key Achievements (Service Delivery) – Jan to Dec 2025	Challenges Encountered, 2025	Department Responsible
<ul style="list-style-type: none"> Efficient coordination and facilitation of Hon. PM and delegation’s official travels (domestic and international) Attended 41 DCO Meetings and facilitated the approval of the DCO Resolutions before COM Meetings. 38 COM meetings (31 ordinary & 7 urgent) held. <ul style="list-style-type: none"> More than 10 COM Papers presented by Hon. PM and approved by COM in 2024. Records of COM Meetings held and stored in files – hard copy; e-copy; and back-up of copies Dissemination of decisions to ministries were effectively coordinated by COM Secretariat – COM Decisions were dispatched to Ministers and DGs concern Assisted in facilitating high-level meetings for the Hon. Prime Minister and visiting development partners 	<ul style="list-style-type: none"> Workload vs number of staff <ul style="list-style-type: none"> Recruited COM Finance & Admin Officer in 2024 Budget constraints <ul style="list-style-type: none"> An operational budget for COM secretariat has been submitted for 2025 	<ul style="list-style-type: none"> COM Secretary
Output 2: To strengthen national strategic policy and planning coordination, reporting, and donor resourcing		
<ul style="list-style-type: none"> National Planning Calendar finalized and circulated to whole of Government The National Planning Calendar was finalized and disseminated across Government to guide timely and coordinated planning, budgeting, and reporting processes PPP Policy completed and launched by the Hon. PM in July 2024, and PPP bill passed by Parliament, with its implementation in 2025 Government Policy Priorities for 2025 has been developed and approved by COM Policy development and analysis guidelines completed All NPPs (100%) of 2026 were appraised and submitted during 2025 budget processes 13 budget narratives reviewed 	<ul style="list-style-type: none"> Budget Constraint <ul style="list-style-type: none"> Seek potential Funding from Donors and Development Partners Human Resource Capacity (Shortage of PPAs) <ul style="list-style-type: none"> Recruitment of Infrastructure PPAs Instructions from Authority <ul style="list-style-type: none"> Need a coordination instruction from the Authority 	<ul style="list-style-type: none"> DSPPAC <ul style="list-style-type: none"> Policy and Planning Unit
<ul style="list-style-type: none"> 2025 Budget Book inclusive of 2024 Indicative ODA 	<ul style="list-style-type: none"> Delays caused by competing priorities <ul style="list-style-type: none"> Reprioritise activities and request assistance 	<ul style="list-style-type: none"> DSPPAC <ul style="list-style-type: none"> Aid Coordination Unit

Progress and Key Achievements (Service Delivery) – Jan to Dec 2025	Challenges Encountered, 2025	Department Responsible
<ul style="list-style-type: none"> • Compilation of 2025 ODA completed with MBC presentations (2 presentations). • Contributions to final 2026 budget book (in collab. with FMIS) completed. • Finalization of remittance information to DoFT for DCO/COM in preparation for Annual Appropriation Bill • All TDCPM meetings convened, with the final Technical Development Cooperation Partnership Meeting (TDCPM) being convened on 2025 • 6 bilateral and 6 multilateral meetings with development partners held in 2025 • Advice and direction provided to sectors for cooperation agreements • Attended 4 regional on climate change and disaster recovery conference <ul style="list-style-type: none"> ○ Report and presentation provided to MoCC on Climate Finance outcomes • In collaboration with MFEM: <ul style="list-style-type: none"> ○ Meeting with Customs VAT: TIN Issuing to Primary Contractors, identification of internal understanding of process ○ Discussions with Accounts team on ADB loan for Fisheries assistance ○ DoFT meeting on processes for project closure ○ Consultation with GfG TAs responsible for Corporate Plan development • In collaboration with MoFAICET: <ul style="list-style-type: none"> ○ Processing of Development Support Visas for GfG Phase 4 Design Team and PFM Advisor ○ Liaison on receipt of materials for earthquake (handover), HLDP meeting arrangements 	<ul style="list-style-type: none"> • Dept-wide Administration responsibilities and Unit priorities <ul style="list-style-type: none"> ○ Reprioritise activities and request assistance • Payments, planning and closure of activities were affected 	

Progress and Key Achievements (Service Delivery) – Jan to Dec 2025	Challenges Encountered, 2025	Department Responsible
<ul style="list-style-type: none"> • VISIP Review consultation with all stakeholder and development partners • ODA Procedures Manual (Volume III) completed and presented to TDCPM • EU programs are managed effectively: <ul style="list-style-type: none"> ○ CSO Mapping exercise; report completed and forwarded. Launched by VANGO ○ EDF Steering Committee meeting with EU Delegation ○ Arrangements for official closing of EDF11 ○ Facilitate confirmation note for the EU EDF 6th Disbursement for VaVaC program ○ Facilitate confirmation for the 15 months TA under the Vanuatu EU 11th EDF CSOTCF – TA recruited. • LSD Post Graduation program managed effectively – STS implementation matrix completed (consultation trip to Province) 		
<ul style="list-style-type: none"> • Annual sector M&E workshop on M&E and ADR conducted <ul style="list-style-type: none"> ○ The M&E Unit team was able to work together to set realistic timeframes for the consultancy to take place from August to October and work closely with consultants to ensure deliverables were met • National Focal Points (NFP) meeting for SIDS hosted successfully <ul style="list-style-type: none"> ○ Building upon solid interagency relationships between government agencies is key for future global forums such as SIDS, etc. 	<ul style="list-style-type: none"> • Delays with meeting earlier in the year due to other priorities such as VNR, guidelines development dependent on consultants’ availability • Timeliness of report submissions from sectors • Guideline’s development dependent on consultants’ availability • Working with UN agencies and MoFA with different timeframes and priorities was sometimes challenging • Dealing with ongoing logistical arrangements for visiting SIDS NFPS 	<ul style="list-style-type: none"> • DSPPAC <ul style="list-style-type: none"> ○ Monitoring & Evaluation Unit
<ul style="list-style-type: none"> • Implementations of the Disaster Recovery projects <ul style="list-style-type: none"> ○ More than 15 NRC meetings convened ○ Recovery projects quarterly report for January to December 2025 submitted to NRC 	<ul style="list-style-type: none"> • Capacity constraint <ul style="list-style-type: none"> ○ Need to restructure the DRCU to accommodate the high demand of service delivery to the citizens. • Resource mobilization for recovery programs and activities across all government sectors and private 	<ul style="list-style-type: none"> • DSPPAC <ul style="list-style-type: none"> ○ Disaster Recovery Coordination Unit

Progress and Key Achievements (Service Delivery) – Jan to Dec 2025	Challenges Encountered, 2025	Department Responsible
<ul style="list-style-type: none"> ○ Two separate tools were developed – the Kobo toolbox and Microsoft Power BI, and Software already purchased and ready for use. ● 27 TC Harold Recovery project sites visited in three provinces, Sanma, Penama and Malampa ● Engagement of stakeholders to improve post disaster need assessment <ul style="list-style-type: none"> ○ Discussion initiated with several stakeholders from regional organizations such as SPC, UNDP and Local government agencies in 2025 ● Consultation completed for Adaptive Social Protection; National Task Force established ● Mainstreaming the Recovery activities - One Steering committee held for Disaster Risk Financing Policy DRCU is part of the committee held in 2025 	<p>sectors. There is no government allocated budget for recovery, rehabilitation and reconstruction programs.</p> <ul style="list-style-type: none"> ○ Government needs to appropriate the budget for the recovery programs in the upcoming parliament sitting for 2025. 	
<p>Output 3: To coordinate implementation of the right to access information for all and voluntary disclose of information by government agency or relevant private entity</p>		
<ul style="list-style-type: none"> ● RTI Unit carried out awareness on Tongoa, SOUTH Epi, NUV and Tanna islands. ● RTI Unit website and social media is updated monthly ● Throughout this year RTI educational resources have been produced, printed and distributed. This includes the poster "Hamas Vatu we Kaonsela I stap risivim" ● The RTI Unit participated in a lot of Press Conferences with the local media and television including the sister toktok program. ● RTI Unit continues partner with Transparency International Vanuatu in promoting RTI and establishing the Information Commissioners Office. ● An administrative publication circular was circulated in Q3 2025 ● RTI Unit conducted a large RTI Officers training in June 2025. This training covered RTI, Proactive publication and Records management 	<ul style="list-style-type: none"> ● When carrying our activities, we learn that certain amount of funds had been diverted as contribution to DSPPAC's new vehicle. This was made without prior consent of RTI Unit head and obviously disturbs the Unit's Business Plan. <ul style="list-style-type: none"> ○ RTI Unit budget must be spend only after consent is given by the Head of the Unit. Finance Administrator (DSPPAC) must not dictate how funds are used without the knowledge of RTI Unit Manager. ● Lack of Office Space <ul style="list-style-type: none"> ○ The RTI Unit to be allocated a bigger office space or find and rent an office space outside the MPM compound. 	<ul style="list-style-type: none"> ● DSPPAC <ul style="list-style-type: none"> ○ Right to Information Unit

Progress and Key Achievements (Service Delivery) – Jan to Dec 2025	Challenges Encountered, 2025	Department Responsible
<ul style="list-style-type: none"> Records Management survey is completed for all Government agencies. RTI Unit continues to provide monthly reports to the RTI Steering Committee and the Director of DSPPAC. 	<ul style="list-style-type: none"> RTI Steering Committee is without a chairman following resignation of former chairperson <ul style="list-style-type: none"> DG (MPM) to propose new nomination for appointment by PM 	
<p>Output 4: To provide language services to the Government and to raise awareness of the use of official languages</p>		
<ul style="list-style-type: none"> All translation requests received during 2025 were completed – all general documents received were translated into French, English, and Bislama All legal documents received in 2025 were translated into French, English, and Bislama All interpretation requests received are attended to – even though less than 5 services per quarter of 2025 100% of translated documents were revised and proofread before disseminating to concern clients (government departments) Partnership Strategic Plan has been progressively implemented National Language Policy Strategic Plan has been progressively implemented in 2025 Bislama Standardization Policy and Strategic Plan being progressively implemented in 2025 LSD undertook language awareness on Santo (South & East), and Malekula (Southwest Bay), as well as during the Public Service Day in August 2024 (students & public) 	<ul style="list-style-type: none"> 2 positions are yet to be filled - re-advertised twice but no satisfactory applications. <ul style="list-style-type: none"> PSC to advise on other means of recruitment OGCIO yet to host the LSD Database <ul style="list-style-type: none"> Communications have been re-established with OGCIO on the matter OAG drafters not responding to follow-ups on the finalization of the Bill of the Language Act. <ul style="list-style-type: none"> Waiting for drafters to respond on DG’s follow-up 	<ul style="list-style-type: none"> Language Services Department (LSD)
<p>Output 5: To digitally transform Vanuatu by encouraging digitization of services, improving Quality of Service (QoS) and affordability of broadband connectivity, increasing digital literacy, and promoting a safe and hygiene cyber space</p>		
<ul style="list-style-type: none"> 2025 operational budget allocated for planned activities in 2024 BP, and DCDT’s 2025 budget entered in VBMS and approved by MBC Payment and procurement procedures followed and control budget spending effectively Government Asset Registry updated - Complete the MFEM Asset registry form for Asset’s payment LPO 	<ul style="list-style-type: none"> Competing priorities, insufficient human resource capacity, and workload Timeliness of funding availability 	<ul style="list-style-type: none"> DCDT <ul style="list-style-type: none"> Administration and Finance Section

Progress and Key Achievements (Service Delivery) – Jan to Dec 2025	Challenges Encountered, 2025	Department Responsible
<ul style="list-style-type: none"> • Filing system for important and confidential office documents in place - Filing in progress in electronic copies and the hard copies file away • Management Meeting was an ongoing activity • Office stationaries were effectively managed • Data Protection and Privacy Bill passed by Vanuatu Parliament and Gazette for Data Protection and Privacy Act No. of 2024, and implemented in 2025 • National Emergency Telecommunication Cluster Plan – OGCIO has completed and has a National Telecommunication Cluster Plan in place and implementation is ongoing • Successfully Hosting ICT Days event for 2025 - This is completed, in Port Vila in May 2025 • Multi -Sector ICT collaboration <ul style="list-style-type: none"> ○ Successfully held meetings with other stakeholders including schools, government agencies, and the public Also attend to radio awareness programs on certain Polices ○ Work with Other Government Agencies and Donor Partners on certain Programs including, CEIT, Data Protection and Privacy, Harmful Digital Communications and Digital Government Roadmap, SMART Island Project and other critical projects • National ICT Strategy – Completed most of consultations with Ministries, and Private Sector (launched in Q1, 2025) 	<ul style="list-style-type: none"> • Despite the budget constraints the Policy unit has encountered this year, we have done our best to deliver on some of the initiatives <ul style="list-style-type: none"> ○ Implementation requires more resources and commitments from all agencies – hence required effective coordination from all government agencies • Further considerations in aligning resources and budget and political will has to be done on those with red and delayed actions. <ul style="list-style-type: none"> ○ Effectiveness to achieving the projected outcomes and to meeting the Vanuatu National Sustainable Development Plan 2030 can be challenging • Political will to establishing the COM Decisions on the Red “Delayed” priorities <ul style="list-style-type: none"> ○ Limited funds, simply will drastically affect the deliverables. 	<ul style="list-style-type: none"> • DCDT <ul style="list-style-type: none"> ○ Policy and Compliance Section
<ul style="list-style-type: none"> • Actively providing incident response to all reported incident to CERT. • Honeypot infrastructure 100% complete, APNIC grand application complete and was successful. Funding from APNIC will be available next year to complete the infrastructure. • Continues collaboration with the international partners on providing capacity building towards local ICT industry and society developments 	<ul style="list-style-type: none"> • Financial constraint <ul style="list-style-type: none"> ○ Increase CERTVU Budget • Very limited staff to carry out different task and roles, which may result in some tasks are not completed <ul style="list-style-type: none"> ○ Recruitment of the other CERTVU position is priority 	<ul style="list-style-type: none"> • DCDT <ul style="list-style-type: none"> ○ CERT Vanuatu

Progress and Key Achievements (Service Delivery) – Jan to Dec 2025	Challenges Encountered, 2025	Department Responsible
<ul style="list-style-type: none"> • Over 200 reported cases by the public to CERTVU during this year, 2025. • Actively providing awareness on Radio talk show in collaboration with Radio Vanuatu VBTC. • Collaborated with NGOs particularly World Vision and Youth Challenge Vanuatu to do awareness raising in rural communities of Efate. • Deliver one training session with the World Vision Vanuatu staffs • All required installation work for SIEM and threat intelligence platform completed successfully and the SIEM is active • CERT continues to provide technical assistance to the Law enforcement in addressing cybercrime - 30 active cases all together - most of these cases are cyber enable cases (online abuse) • SOP for Different Incident – phishing and malware response playbook completed • Continues collaboration with other Govt. Agencies to deliver cyber awareness <ul style="list-style-type: none"> ○ ICT Day; PSC Day; National Agriculture week; IDRR; International Standards day; Youth and Development Day • Continues collaboration with the PaCSON Awareness Raising group • Published 50 technical advisories for public to address common security vulnerabilities on different systems and platforms. • Complete the SOP for the IR Communication framework • CERTVU continues participation in Regional and international arena with regards to addressing cyber security <ul style="list-style-type: none"> ○ PaCSON; CISA; PILON; TRENDMICRO; DEVELOPMENT PARTNERS; APNIC; CERTNZ; ITU; APCERT; FIRST • Actively provided assistance and support towards our other key stakeholders. 		

Progress and Key Achievements (Service Delivery) – Jan to Dec 2025	Challenges Encountered, 2025	Department Responsible
<ul style="list-style-type: none"> • Worked with departmental IT staff to upgrade servers from Windows Server 2012 to Windows Server 2019 • New servers and storage hardware installed – Rack mount and install systems and commission for use • Segmentation of servers implemented – Network segmentation by department (on track). • 2-Factor Authentication successfully implemented in all internets facing application - Servers in the DMZ are being configured with 2FA for security (on track) • Security Audit of systems - Audit all systems were being carried out to improve security (on track) • Review of Security handbook (on track) • An immutable backup repository is implemented - Building a repository for security (on track) • License renewals - Review of licenses and upgrade • AD Management - Delegated management of OUs to departmental ITs • Email M365 Management – progressively implemented • Servers Management - New servers built from hardened images - Install new servers according to the standard operating environment (on track) 	<ul style="list-style-type: none"> • Budget <ul style="list-style-type: none"> ○ Priorities funding and improve process to fast-track payment • Workload <ul style="list-style-type: none"> ○ Staff overloaded with tasks which causes delays in some of the activities 	<ul style="list-style-type: none"> • DCDT <ul style="list-style-type: none"> ○ MIS Section
<ul style="list-style-type: none"> • All government systems have been Restored - Remaining application systems affected by the Ransom ware attack were fully restored in 2025 • Upgrade SQL database environment Cluster - Upgrade and restore current SQL database environment to meet updated SOE – completed for 2025 • Applications Development - Development of applications and websites as per requests from line agencies were progressing well in 2025 	<ul style="list-style-type: none"> • Budget <ul style="list-style-type: none"> ○ Priorities funding and improve process to fast-track payment • Workload <ul style="list-style-type: none"> ○ Staff overloaded with tasks which causes delays in some of the activities 	<ul style="list-style-type: none"> • DCDT <ul style="list-style-type: none"> ○ Applications Section

Progress and Key Achievements (Service Delivery) – Jan to Dec 2025	Challenges Encountered, 2025	Department Responsible
<ul style="list-style-type: none"> • Digital Government Implementation - Developed and supported implementation of digital government solutions for government agencies as prioritised by the Digital Government Roadmap • Whole-of-Government Department Support - Continue support of maintaining web applications and websites 		
<ul style="list-style-type: none"> • High quality helpdesk services provided. This is an ongoing process. As problem arise each day, so does the services and support for government clients. All in all, completed each day, and renewed the following day. • Active Directory, audit and clean up - Completed for 2025 and Ongoing – AD is always changing with PC’s added, PCs deleted, Name changes etc <ul style="list-style-type: none"> ○ As new users are added in each day, the Active Directory must be clean up. Normally at the end of each week. • Restructure of existing positions, roles and salary Grades for all helpdesk staff - 2 staff have been transferred out from Helpdesk section, and now station with ‘Application Unit, and IP network Unit’ this is a step up from their normal positions, and status. Interns has now been trained to take over their positions. 	<ul style="list-style-type: none"> • Process of locating funds can be a burden sometimes. As OGCIO operations has incurred higher expenses, due to more, added equipment and services to our global network, hence our electricity has skyrocket. Funds have been pulled out from each core center, to meet these critical expenses. So continually of some of our tusk, mention above has slowed down, or even delayed <ul style="list-style-type: none"> ○ Allocate more funds to Core center 57AA for electricity, broadband internet, and so we don’t have to chip in and assist with assisting, administration with the bills, which we originally allocated for some of our tasks mentioned above. Also, additional support in the province, should boost efficiency, and reduce downtime. 	<ul style="list-style-type: none"> • DCDT <ul style="list-style-type: none"> ○ Helpdesk & User Support Section
<ul style="list-style-type: none"> • New internet link is online, old link has been decommissioned • Setup Remote Access for Gov Office Users - Completed for 2024 • Network switches have been installed at SITA DC – completed. • Improve MPLS network (User access) Link from 1G to 10G - Design completed and materials + license purchased • Improve links connected to core Firewall - Main Links completed • VoIP extensional service design and feasibility study completed • Data centre cameras reviewed and revived – completed • Setup SDWAN links for remote/Island Branches - Banks & Ambae completed 	<ul style="list-style-type: none"> • Funding <ul style="list-style-type: none"> ○ Better Finance management. Budget needs to be spent on activities within work plan • OGCIO Financial Management <ul style="list-style-type: none"> ○ OGCIO Financial management needs improvement in order to avoid late payments and overspending on outside activities • GBN Security Hardening <ul style="list-style-type: none"> ○ Due to GBN System attack, OGCIO with network security contractors are heavily undergoing GBN network uplift which took much of IP Network work focus. Once this is completed, more focus on planned activity 	<ul style="list-style-type: none"> • DCDT <ul style="list-style-type: none"> ○ Network and IP Section

Progress and Key Achievements (Service Delivery) – Jan to Dec 2025	Challenges Encountered, 2025	Department Responsible
<ul style="list-style-type: none"> • Monitor & Maintain all GBN segment links to be online 24x7x365 • Safety of all transmission & network equipment are maintained and in good working conditions. • All AC power supply (Unelco / VUI) is maintained, and all equipment for data centers & sub-data centers are online. Monthly service maintenance of for all standby generators for data centers in Port-Vila & Santo – Monitor & maintain available & reliable AC power supply to data centers equipment • All data centers & sub-data centers are online. Quarterly service maintenance of all air cons unit Monthly service maintenance of all main data center standby generators • Maintenance of all fiber cable network are maintained – Repair the damaged fibers cables to restore fiber cable network connectivity back online (on track) • New fiber connection to new Government offices is provided, when receiving request for fiber connection – Purchase new fiber cables & accessories, and provide fiber installation (on track) 	<ul style="list-style-type: none"> • The control of financial expenses limitation imposed by DoF to control cash flow, this has delayed some our planned tasks activities <ul style="list-style-type: none"> ○ Required available budget to carry out normal operational tasks’ activities • Our Vodafone Sola link has been offline due to lightning that damaged Vodafone equipment, affecting our link to Sola Provincial Head Quarter, since February 2024 <ul style="list-style-type: none"> ○ Vodafone has yet to restore back our Vodafone link to Sola Province to be online. The issue has affected the VOIP Service in Sola Province. Vangov link has been restored using Star Link from NDMO Sola but is now back offline due to removal of license. • The recruitment of Power & Logistic Officer still yet to be recruited <ul style="list-style-type: none"> ○ Panel members have completed the recruitment process and awaiting PSC to make formal appointment. Due to delay, the selected candidate has refused his appointment 	<ul style="list-style-type: none"> • DCDT <ul style="list-style-type: none"> ○ Transmission Section

Output 6: To effectively administer the Citizenship Act and provide secretariat and advice to the Citizenship Commission so it is recognized as competent and dependable commission for revenue generation to enable improved service delivery

<ul style="list-style-type: none"> • More than 2 Citizenship Commission meetings conducted <ul style="list-style-type: none"> ○ Meeting minutes prepared; resolutions actioned, and reports prepared for next Commission meetings • COC held 1 meeting with stakeholders <ul style="list-style-type: none"> ○ Meeting minutes drafted and resolutions were actioned, Progress reports produced in preparation for future meetings • Website information contents kept up to date <ul style="list-style-type: none"> ○ Website contents were effectively managed and coordinated, and Usage report on the website has been 	<ul style="list-style-type: none"> • Citizenship by Investment Program Challenges (CIIP) <ul style="list-style-type: none"> ○ Need for stable fees to allow for smooth monitoring and evaluation by the Citizenship office and Commission • Limited number of staffs <ul style="list-style-type: none"> ○ Need to recruit more staffs based on the current structure • EU VISA Waiver suspension <ul style="list-style-type: none"> ○ Ongoing suspension of EU visa waiver agreement needs to be address diligently by the citizenship 	<ul style="list-style-type: none"> • Citizenship Office and Commission (COC)
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Progress and Key Achievements (Service Delivery) – Jan to Dec 2025	Challenges Encountered, 2025	Department Responsible
<p>developed for the developer and Commission for future improvement of outcomes</p> <ul style="list-style-type: none"> • Revenue generation efforts - Managed and coordinated the implementation of programs or activities that contributed to generate revenue in 2025 <ul style="list-style-type: none"> ○ A budget against income revenue avenue has been developed • Exploring revenue streams - Coordinated and managed any government initiatives put forward for revenue initiative <ul style="list-style-type: none"> ○ Developed guidelines to achieve revenue outcomes ○ Implemented tasks for revenue purposes 	<p>office and other relevant authorities. More dialogue must be established at the government level.</p> <ul style="list-style-type: none"> • Revenue proportionates affected <ul style="list-style-type: none"> ○ Revenue collection target was not archived. Therefore, the current trend and fees of all investment programs must be reviewed • Citizenship Database system <ul style="list-style-type: none"> ○ Need to improve the current database system to capture all features within the citizenship program components • Office Space <ul style="list-style-type: none"> ○ Currently need bigger office space due to increasing number of applications and recruitment of staffs 	
<p>Output 7: To effectively implement the Government Remuneration Tribunal Act and provide secretariat support to the GRT</p>		
<ul style="list-style-type: none"> • Coordination of GRT Board Meetings – 4 GRT Board Meetings were held in 2025 • Determination awareness under the Public Sector – Placement profile from old 2017 determinations to New 2024 determinations completed and actual implementation in progress in 2025 • Determination’s awareness Judicial Service Commission – Actual implementation in progress in 2025 • Determination’s awareness Police Service Commission – Actual implementation in progress in 2025 • Determination’s awareness Public Service Commission – Actual implementation in progress 8n 2025 • Implementation of Remuneration of Government Structures – Actual implementation in progress 2025 	<ul style="list-style-type: none"> • Heavy workload and staff shortfall <ul style="list-style-type: none"> ○ Requested assistance from OPSC to allocate human resources to undertake the review of GRT Determination • Unforeseen circumstances have hampered achievement. • Resources <ul style="list-style-type: none"> ○ Government Ministry does not have funds resources or takes time to approve funding 	<ul style="list-style-type: none"> • Government Remuneration Tribunal (GRT)
<p>Output 8: To provide safety and security for all our peoples, through a national security system that anticipates threats, protects the nation, builds resilience, and shapes our environment in Vanuatu’s interests</p>		

Progress and Key Achievements (Service Delivery) – Jan to Dec 2025	Challenges Encountered, 2025	Department Responsible
<ul style="list-style-type: none"> • Meeting of the Vanuatu National Security Council – 12 out of 12 Meetings Held • Meeting of the National Security Officials Committee – 11 Senior Security Officials Committee Meeting Held • High-level security advice provided to the Hon. Prime Minister on a weekly basis. • Vanuatu National Critical Infrastructure Framework endorsed by SSOCM • 4 Interactive and Static geospatial products completed • 2 Provincial Security Storian and Awareness held in Shefa and Tafea • Assisted in coordinating and facilitating the successful clearance for 46 vessels and aircrafts as at 31/12/2024. • 4 Security Focal Points meetings conducted. • NSCS Asset Registry maintained. • 12 intelligence assessments completed and submitted to the Hon. Prime Minister • NSCS 2025 yearly planner produced and circulated to stakeholders • 24 fortnightly security updates produced and shared with stakeholders • Successfully facilitated six (6) trainings for Security Officials and NSCS staff 	<ul style="list-style-type: none"> • CSU’s delay in progressing the NSCS recruitment of 3 staff <ul style="list-style-type: none"> ○ Follow up with the CSU and OPSC • Lack of Quorum to convene NSC Meetings <ul style="list-style-type: none"> ○ Flying Minutes • Budget constraints <ul style="list-style-type: none"> ○ Reprioritization of Activities • Political Instability <ul style="list-style-type: none"> ○ Proper briefings to all Governments to ensure the smooth implementation of priority deliverables • Office space <ul style="list-style-type: none"> ○ Work with the space allocated while waiting • Natural Disaster <ul style="list-style-type: none"> ○ SOP in place and readiness to operate remotely to ensure the smooth running of a SSOCM and NSC Meeting during a disaster • Cyber Activities <ul style="list-style-type: none"> ○ Collaborate with the DCDT/CERT to secure the NSC data • Misinformation/Disinformation <ul style="list-style-type: none"> ○ Strengthening of the Government legislation and systems • Ongoing conflicts/Geopolitics <ul style="list-style-type: none"> ○ Accurate and Update briefs, advice and position provided to SSOCM and NSC 	<ul style="list-style-type: none"> • Vanuatu National Security Council Secretariat (VNSCS)

2. Performance Against National Sustainable Development Plan (NSDP) Target(s)

The Ministry of Prime Minister remains mandated to implement of NSDP Society Goal 6, policy objectives 6.7, 6.8, and 6.9. While data limitations persist in some areas, the following updates reflect progress made during the 2025 financial year:

- SOC 6.7 - In 2025, continued progress was observed in strengthening the recognition and implementation of the Right to Information (RTI) across national, provincial, and community levels. Building on the awareness activities conducted in 2024, efforts in 2025 focused on institutional strengthening and operationalization.

Public awareness on RTI remained steady, with continued outreach programs conducted in both urban and selected rural areas, contributing to sustained public engagement and demand for information. Government agencies also demonstrated gradual improvements in proactive disclosure through official websites, social media platforms, and public engagement initiatives

Capacity building for RTI Officers continued in 2025, although at a more targeted level due to resource constraints. Importantly, progress was made in strengthening the institutional framework:

- i. Additional efforts were undertaken to formalize and support RTI Officer roles across Ministries, although full establishment across Government remains ongoing.
- ii. The establishment of the Information Commissioner's Office progressed in 2025, following delays caused by the December 2024 earthquake. Key groundwork, including administrative and operational arrangements, was advanced, with recruitment processes initiated during the year.

Despite these improvements, challenges remain in terms of capacity, resources, and consistent reporting across agencies.

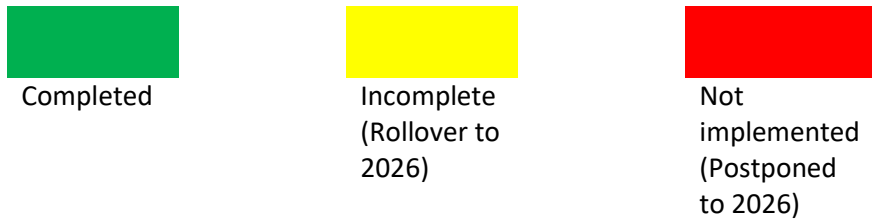
- SOC 6.8.1: In 2025, development assistance (ODA) continued to be aligned with Government priorities and national development frameworks. All ODA was coordinated and reported through established Government systems, including integration within the national budget process and reporting to relevant oversight bodies.

Building on previous achievements, 2025 saw continued efforts to strengthen aid coordination mechanisms, improve data tracking, and enhance collaboration with development partners. This included better alignment of partner-funded programs with Government priorities, particularly in support of recovery efforts and institutional strengthening following the 2024 disruptions.

1. Performance Against the Ministry's Budget Narrative and Business Plan, 2025

This section outlines the details and overall performance against the outputs (or service targets) of the 2025 Budget Narrative and Business Plan of the Ministry of the Prime Minister.

The colour chart provides a simple rating key to indicate the status of overall performance against each activity item's service targets (or outputs) in the 2024 Budget Narrative and Business Plan.



Summary of progress against Service Targets (ST), 2025 Budget Narrative and Business Plan

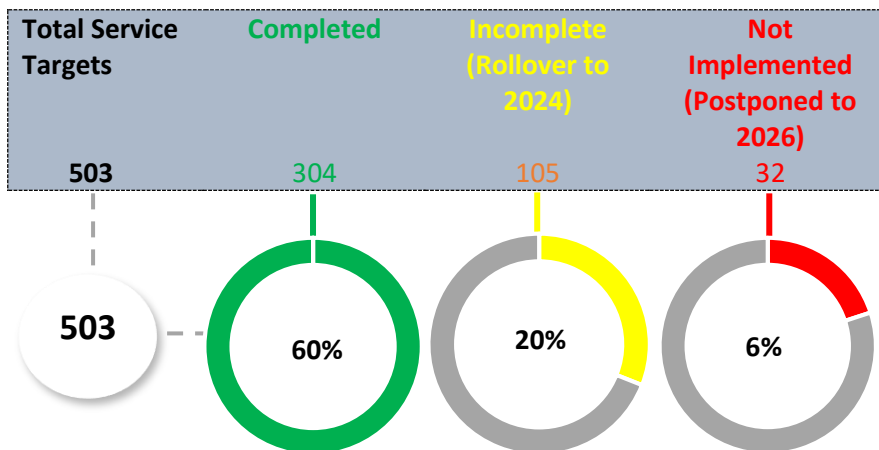

















Table 2: Office of the Prime Minister - Report against Budget Narrative & Business Plan Activities

Budget Narrative Performance Measure / Key Activities	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	NSDP #	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 31 Dec. 2025 (VT)
1. Council of Ministers Meetings	No. of COM meetings	48	<ul style="list-style-type: none"> A total of 38 COM Meetings were held in 2025 – 31 Ordinary and 7 Urgent COM Meetings. 410 COM Decisions were issued. 		SOC 6.3 & 6.4	89,036,663 VT	99,631,055 VT	4,168,124 VT
	No. of COM Papers presented by Hon. PM	5	Target has been achieved – the Hon. PM has presented more than 10 COM Paper during COM Meetings in 2025.					
2. National Security Council meetings	No. of NSC meetings	12	Target has been achieved – 12 National Security Council meetings have convened in 2025.		SOC 5.3			
3. Effective management of budget as stipulated in the provisions of the Public Finance and Economic Management Act.	No./type of payment of commitments made in compliance with PFEM Act	100%	<p>Strengthened efforts and commitment to ensure OPM’s payments to suppliers were made in compliance to PFEM Act. These included the payments of the following:</p> <ul style="list-style-type: none"> Stationery and office supplies. Vehicle maintenance & fuel. Official travel and overseas missions Official functions Utilities and communications. 		SOC 6.4			
4. High level meetings and dialogues	No. of high-level meetings & dialogues held	100%	<ul style="list-style-type: none"> Hon. PM had meetings with all resident development partners, and heads of regional and international (i.e., SPC, UN, EU, ADB) organizations in the country. Hon. PM met and hosted all foreign dignitaries/diplomats who visited Port Vila, Vanuatu in 2025. 		SOC 6.4			

Budget Narrative Performance Measure / Key Activities	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	NSDP #	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 31 Dec. 2025 (VT)
			<ul style="list-style-type: none"> The Hon. PM had domestic high-level meetings with PVMC Lady Mayor; President of Sanma, Penama, Shefa, & Tafea Provinces during his provincial tours/visits. The Hon. PM met with the President of Torba Province in Port Vila. 					
5. Provide regular briefing to Prime Minister on socio economic & political development.	No. of meeting briefs	5	<ul style="list-style-type: none"> Briefs on security threats made by DG, NSA, and Director DCDT to the Hon. PM. Briefings on high level meetings coordinated by DoFA and DG MPM made to Hon. PM. The Hon. PM was also briefed on the country's economic status by DG MPM, SG & Chairman Citizenship Office, & DoFT team. The Hon. PM also had many briefings with the Hon. DPM & Minister of Finance. Hon. PM was instrumental in the discussions and negotiations to address the Teachers strike with the VTU. In addition, Hon. PM ensure the Doctors and Nurses standdown was addressed. 		SOC 6.3 & 6.4			
6. Mechanisms established to maintain political stability	Political stability maintained	100%	<ul style="list-style-type: none"> A Memorandum of Agreement was signed between the Presidents of Political Parties of the Coalition Government to collaborate in the 14th Legislature. 		SOC 6.3			






Budget Narrative Performance Measure / Key Activities	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	NSDP #	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 31 Dec. 2025 (VT)
			<ul style="list-style-type: none"> Over 10 government caucus were held at the PMO multipurpose hall to maintain government stability. A motion of no confidence in the Hon. PM was defeated by the Coalition government during a Parliament Sitting in December 2025. 					
7. Administer meetings, official travels and visits of the Prime Minister	PM's meetings, travels & visits are effectively and efficiently coordinated	100%	<ul style="list-style-type: none"> Daily PMO Cabinet staff (i.e., 1st PA, PS, Advisor, Principal Admin Officer, Office Manager & Supervisor, etc.) meeting with Hon. PM. DG, Secretary COM, NSA, and CSU staff (mainly EO, HRO, Finance Officer) meeting with Hon. PM regarding both policy directions and administrative matters of the PMO. Hon. PM's travel logistics of 2025 were coordinated and facilitated effectively and efficiently. Stationery, printing, office equipment, and telecommunications for the Hon. Prime Minister's Office facilitated on a timely manner. Utility payments for the Hon. PM's residence and office paid. Vehicle maintenance for Hon. PM and Cabinet effectively managed. 		SOC 6.1 & 6.4			
8. Coordination of PM's Cabinet staff	No. of Cabinet staff meeting per year and	10	<ul style="list-style-type: none"> Morning devotions coordinated by the PMO Cabinet and held at the PMO. 		SOC 6.1 & 6.4			







Budget Narrative Performance Measure / Key Activities	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	NSDP #	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 31 Dec. 2025 (VT)
	minutes produced		<ul style="list-style-type: none"> Daily meetings and discussions among the Cabinet Staff. Rotation of PMO Cabinet Staff. 					
Government 100 Days Plan – Progress Made and Achievements as of 31 December 2025								
<i>1.1 Governance and Reform Sector</i>								
Government Machinery <ul style="list-style-type: none"> Assess current government structure. Strengthen central agencies. Review needs for different employment commissions. 	Review and reestablish	100%	Due to lack of available budget, this activity was delayed. It is anticipated that it will commence in 2026.		SOC 6.1 & 6.4			
Citizenship Regulations <ul style="list-style-type: none"> Evaluate and amend Citizenship Act and regulations related to CIIP and DSP. 	Review CIIP regulation	1	The CIIP regulation was reviewed and amendments to the Citizenship Act were approved by the Parliament in November 2025.		SOC 6.4			
Public Holidays <ul style="list-style-type: none"> Address issue of public holidays that fall on weekends Address issue of Provincial Holidays. Consider removal of some existing Public Holidays. 	Reduce Number of Public Holidays	10	<ul style="list-style-type: none"> As an initial step, the Public Holidays Act was amended, and provincial days were taken out from the official list of public holidays. 		SOC 6.4			
International Medical Treatments <ul style="list-style-type: none"> Review current OSA provisions. 	Amend OSA to Remove Entitlement to International Medical Treatment	1	<ul style="list-style-type: none"> OSA provisions had been reviewed and revised, removing entitlement to international medical treatment. Draft legislation is in progress. 		SOC 6.4			







Budget Narrative Performance Measure / Key Activities	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	NSDP #	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 31 Dec. 2025 (VT)
<ul style="list-style-type: none"> • Draft revised legislation eliminating overseas treatment benefits. • Submit to COM. 								
Government Vehicles <ul style="list-style-type: none"> • Analyse current government vehicle usage and costs. • Develop fleet caps and guidelines for vehicle allocation. • Implement a tracking system for usage. 	Limit Number of Government Vehicles	30%	<ul style="list-style-type: none"> • Analysis of current government vehicle usage and costs completed by Fleet Management Unit, OPSC, and presented to the Hon. PM. • GPS system has already been established to track usage of government vehicles. • Fleet caps and guideline had been developed and implemented by Fleet Management Unit, OPSC – sale of government vehicles through public auction. 		SOC 6.1 & 6.4			
Political Reform <ul style="list-style-type: none"> • Draft legislative and constitutional amendments • Submit to COM 	Grace period to PM	1	<ul style="list-style-type: none"> • A policy paper was developed and approved by the COM – to amend specific provisions in the Constitution of the Republic of Vanuatu to cater for a grace period to a PM after being elected. • The policy was translated into a Bill to amend the Constitution, and the bill was passed by Parliament in May 2025. <ul style="list-style-type: none"> ○ Next steps involve a national referendum to enable the amendment of the Constitution. 		SOC 6.3			
3.1 Governance and Reform Sector								
Convention Center	Utilize Convention	1	<ul style="list-style-type: none"> • The review of the management contract has begun. However, it 		SOC 6.4			





Budget Narrative Performance Measure / Key Activities	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	NSDP #	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 31 Dec. 2025 (VT)
<ul style="list-style-type: none"> Review management contract Plan to repurpose the convention center as office space. Create logistics for relocating offices. Establish a management team for operations. 	Centre for Displaced Offices		<p>stalled due to legal and unforeseen circumstances.</p> <ul style="list-style-type: none"> The VNCC experienced significant damages by the 7.3 magnitude earthquake of December 17, 2024. Consequently, it has been categorised as unsafe for use. The VNCC will undergo repair works from 2026. 					
						131,260,145 VT	130,879,295 VT	380,850 VT






Table 3: Corporate Service Unit - Report Against Budget Narrative & Business Plan Activities




Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	NSDP #	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2025 – Under/(Over)
1. The Ministry’s Corporate, Business Plan and Office of the Director General’s Business Plan are implemented	1.1 MPM Corporate Plan reviewed, revised and approved.	1	<ul style="list-style-type: none"> CP review workshop held at Iririki Island Resort on 22 May 2025. All departments & agencies provided their inputs. PMO revised CP 2026 – 2030 compilation completed and will be finalized in February 2026. 		SOC 6.4	89,941,144 VT	85,733,073 VT	4,208,071 VT
	1.2 Business Plans approved.	1	<ul style="list-style-type: none"> PMO 2025 BP approved and submitted to OPSC in February 2025. 		SOC 6.4			
	1.3 Budget narrative updated and submitted to DoFT.	1	<ul style="list-style-type: none"> PMO 2026 Budget Narrative updated and submitted to DSPPAC & DoFT in October 2025. 		SOC 6.4			
	1.4 MPM annual budget entered into VBMS on time.	100%	<ul style="list-style-type: none"> MPM 2026 budget entry to VBMS was completed on a timely manner. All budget 2026 budget entry report were signed by DG and Hon. PM and submitted to the DOFT. 		SOC 6.4			
	1.5 MPM annual budget presented and approved by MBC.	100%	<ul style="list-style-type: none"> PMO’s 2026 budget presentation was prepared on a timely manner. The 2026 budget presentation was made by DG and was approved by the MBC. <ul style="list-style-type: none"> However, majority of the NPP were not accepted by the MBC due to lack of & limited justifications for additional budget requests. 		SOC 6.4			


Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	NSDP #	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2025 – Under/(Over)
2. The Ministry's annual report of its main activities is submitted to PSC by March annually and copies made available for presentation in Parliament in April annually.	2.1 MPM 2024 annual report produced on time.	1	<ul style="list-style-type: none"> 2023 MPM AR – completed and submitted to OPSC & Parliament on a timely manner. 		SOC 5.4			
	2.2 MPM's quarterly and half year progress report produced on time.	3 QR 1 HYR	<ul style="list-style-type: none"> No Quarterly and HYR produced <ul style="list-style-type: none"> This was due to emerging ad hoc activities & tasks that required full attention and commitment. Nevertheless, progress reports were produced and collated towards the 2025 AR. 		SOC 6.4			
3. Bi-monthly briefing made to the Prime Minister on monthly budget status of the Ministry's Cabinet	3.1 Budget and Expenditure summary reports produced for the Ministry's Cabinet	6	<ul style="list-style-type: none"> Target achieved – EO & FM had briefed the Hon. PM more than 6 times in relation to 2025 budget and expenditures for the PMO Cabinet & overall PMO budget. 		SOC 6.3 & 6.4			
4. Conduct briefings with the Prime Minister on the Ministry's budget status, administrative and policy matters and provide advice when convenient	4.1 Quarterly MPM's budget status briefs conducted with the PM	4	<ul style="list-style-type: none"> Target achieved – DG PMO had more than 4 budget briefing with the Hon. PM 		SOC 6.3 & 6.4			
	4.2 The PM is briefed on administrative matters in a timely manner	100%	There were more than 12 (monthly) briefings on PMO administrative matters made to the Hon. PM by DG, EO, FM, & HRO. These briefings were made upon request from the Hon. PM.		SOC 6.3 & 6.4			
	4.3 Policy briefs provided to PM on policy matters and kept in records	100%	Monthly (x12) policy advice provided to Hon. PM. Nevertheless, there was more than one policy advice provided in a month.		SOC 6.3 & 6.4			





Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	NSDP #	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2025 – Under/(Over)
5. Coordinate and facilitate high level committees & boards (e.g., DCO; CAC; NRC...)	5.1 No. of DCO Meetings held & chaired by DG, and resolutions signed by DG with records kept in file.	40	<ul style="list-style-type: none"> Target achieved <ul style="list-style-type: none"> 41 DCO meetings, inclusive of 2 extraordinary sessions. 		SOC 6.4			
	5.2 No. of NRC meetings held and chaired by DG	10	<ul style="list-style-type: none"> 5 NRC meetings <ul style="list-style-type: none"> Due to competing priorities & emerging urgent activities, only 50% of the NRC meeting convened. 		SOC 6.4			
	5.3 No. of CAC & other steering committee (e.g., VPMU, etc.) meetings held and chaired by DG	10	<ul style="list-style-type: none"> 2 CAC meetings held and chaired by DG – revival of the CAC. 5 ICL Board meetings 5 Taskforce meeting in relation to resolving teachers strike. 4 NBB Steering Committee meeting 4 AMLC Meetings 4 VPMU Steering Committee meetings. 		SOC 6.4			
	5.4 No. of SSOM attended & chaired by DG	8	<p>Targets achieved</p> <ul style="list-style-type: none"> Over 10 SSOM were held and resolutions signed off by the DG. 		SOC 5.3, 6.3 & 6.4			
	5.5 No. of meetings held with development partners	24	<p>Target achieved</p> <ul style="list-style-type: none"> DG had more than 2 (two) meetings and discussions with Development Partners in a month during 2025. 		SOC 6.4			
6. Policy advice provided to Central Agencies, DCO and COM	6.1 Policy advice provided to Central Agencies	100%	<ul style="list-style-type: none"> Initial CAC meetings were held and chaired by DG PMO with the purpose of reviving the CAC. 		SOC 6.4			






Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	NSDP #	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2025 – Under/(Over)
			<ul style="list-style-type: none"> DG’s leadership in this process is crucial, and it is anticipated that the CAC will be fully re-established in 2026. 					
	6.2 No. of DCO/COM papers’ presentation coordinated & facilitated by DG in DCO meetings	5	Target achieved <ul style="list-style-type: none"> DG PMO had coordinated and facilitated over 10 DCO/COM Papers for the PMO during DCO Meetings. 		SOC 6.4			
	6.3 No. of DCO resolutions signed off by DG for COM Meetings	40	Target achieved <ul style="list-style-type: none"> DG PMO has signed off on a total of 40 DCO resolutions prior to the COM Meetings. 		SOC 6.4			
	6.4 Types of policy advice provided to COM	100%	<ul style="list-style-type: none"> DG provided brief explanations to the Hon. PM prior to the Hon. PM’s approval of the DCO/COM Papers. In collaboration with 1st PA and Directors, DG coordinated the developments of COM Papers as requested by the Government. Upon the request of the COM, the DG and Directors conduct presentations to the COM. 		SOC 6.3 & 6.4			
7. Administrative support is provided to COM Secretariat and COM Meetings	7.1 COM Secretariat and COM meeting room relocated to as safe (certified) building	1	<ul style="list-style-type: none"> The COM Secretariat and COM Meeting room were relocated to the old U-shaped building. <ul style="list-style-type: none"> The U-shaped building is not certified for use. Therefore, the COM 		SOC 6.4			





Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	NSDP #	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2025 – Under/(Over)
			Meeting room is likely to be relocated again in 2026.					
	7.2 Admin support services efficiently provided to COM Secretariat	100%	Administrative support services such as office errands, printing, office cleaning, maintenance, & catering services were provided on a timely manner.		SOC 6.4			
	7.3 COM Secretariat well-resourced	100%	<ul style="list-style-type: none"> A cost centre has been created for the COM Secretariat. Budget allocated for the COM Secretariat – payroll and operational budget. A new high-speed printer machine was allocated to the COM Secretariat. 		SOC 6.4			
8. Administrative support and technical advice are provided to the VNSC	8.1 NSC Secretariat and NSC meeting room relocated to as safe (certified) building	1	<ul style="list-style-type: none"> NSC Secretariat has been relocated to a new and safe location in early December 2025. This includes a new NSC Meeting room. 		SOC 6.4			
	8.2 Admin support services efficiently provided to NSC Secretariat	100%	Administrative support services such as office errands, printing, office cleaning, maintenance, & catering services were provided to NSCS on time and when requested.		SOC 6.4			
	8.3 NSC Secretariat well-resourced	100%	<ul style="list-style-type: none"> Extra budget allocated for the NSC Secretariat – payroll and operational budget. Assistance is also provided in terms of funding official missions for the NSCS staff. 		SOC 6.4			


Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	NSDP #	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2025 – Under/(Over)
9. Manage and administer the operations and assets of the MPM	9.1 PM’s office, Cabinet, & DG’s Office relocated to a safe (certified) building	1	<ul style="list-style-type: none"> The Office of the Prime Minister and Cabinet were relocated to the old U-shaped building. <ul style="list-style-type: none"> However, it is highly likely that it will be relocated to a safer location in 2026. DG’s Office and CSU also relocated to the U-shaped building. <ul style="list-style-type: none"> A possibility to relocate again in early 2026. 		SOC 6.4			
	9.2 Repair & maintenance works on MPM complex carried out	100%	Repair & maintenance works, and compound beautification were completed for 2025		SOC 6.4			
	9.3 MPM’s human resources are managed effectively & efficiently	100%	<ul style="list-style-type: none"> MPM staff annual leave records were updated in the HRMIS. Need for MPM’s Finance and Admin Officers have access to HRMIS. All MPM staff entitlement applications were processed in compliance with the PSSRM, approved by PSC and paid to staff concern. All recruitment processes of 2025 for DSPPAC, CSU, LSD, GRT, & DCDT for budgeted positions were initiated, but to be completed in 2026. GRT Determination 8 of 2024 anomalies were addressed and some will be addressed in 2026. 		SOC 6.4			

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	NSDP #	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2025 – Under/(Over)
	9.4 MPM’s information communications strategy is effectively and efficiently managed & implemented	100%	<ul style="list-style-type: none"> PMO’s Communication Strategy finalized and in place. Coordinated the production of the Hon. PM’s official portrait. Coordinated the development and production of business cards for Hon. PM, and Cabinet staff. Facilitated the design, production and dissemination of Flag Raising Ceremony to mark the country’s 45th Independence Anniversary. Coordinated the development and production of Hon. PM’s 2025 Christmas card. A clear and effective collaboration was established with mainstream media outlets. Major programs and activities for the PMO were published in the daily post newspaper and broadcasted on VBTC. The Facebook (FB) page for the ministry has been continuously updated and events undertaken by the MPM are posted in this FB page. The PMO website has been updated. Newsletters were produced monthly, capturing the main activities of the PMO and shared on the PMO’s website. 		SOC 6.4 & 6.7			

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	NSDP #	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2025 – Under/(Over)
	9.5 IT equipment and tools effectively and efficiently managed	100%	<ul style="list-style-type: none"> IT helpdesk and support provided to all departments and agencies, including OAG during 2025. IT equipment and tools were upgraded twice in 2025 with assistance from DCDT. 		SOC 6.4 & ECO 2.9			
	9.6 Daily administration tasks effectively and efficiently carried out	100%	<ul style="list-style-type: none"> All errands for DG's Office, COM Secretariat, CSU were effectively managed in 2025 (use of admin car routine). Cleaning CSU, Cabinet, PM's Office, NSCS, Multipurpose Hall, main entry to PMO building successfully undertaken in 2025. Beautification of MPM Buildings and Compound with flowers. Security to MPM compound & complex was not provided to the highest level in 2025. The reason being staff shortfall. 		SOC 6.4			
	9.7 Documents & information recorded and kept in file (hard and soft copy, plus back-up copy)	100%	<ul style="list-style-type: none"> All 2025 documents for CSU & DG's Office were filed both electronically and in hardcopy files. E-copies stored on PC, external hard drives, USBs, and government database (salmon). 		SOC 6.4 & 6.7			
	9.8 CSU & PMO vehicles are effectively managed	100%	PMO and CSU vehicles, and brush/grass cutters were maintained/serviced according to schedule milage or dates and usages.		SOC 6.4			






Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	NSDP #	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2025 – Under/(Over)
	9.9 MPM’s asset registry developed and updated (furniture, office equipment, and vehicles)	1	Each department has an asset registry in place, and the development of an overall MPM asset registry has been delayed due to workload and capacity of CSU staff.		SOC 6.4			
	9.10 No. of MPM Management meetings held and records kept in file	8	4 MPM Management meetings were held between January to December 2025. It is worth noting that more than 3 management and admin matters were also discussed and agreed upon through emails and WhatsApp group chat.		SOC 6.4			
10. MPM is represented and/or attends and participate in official tours, programs and conferences at the national, regional and international levels.	10.1 No. of official missions at national, regional, and international attended by the PM, DG, and/or representatives	8	Target achieved <ul style="list-style-type: none"> A total of 10+ official missions both at national and international levels that were attended by Hon. PM, DG, and staff of the PMO. 		SOC 6.3 & 6.4			
11. Effective management of the Ministry and Corporate Service annual Budget	11.1 Public Finance and Economic Management Act observed	100%	All payments by the DG’s Office and CSU were made in compliance to the PFEM Act. <ul style="list-style-type: none"> This is achieved through collaborations with the DoFT Team. 		SOC 6.4			
	11.2 Expenditure summary reports produced	4	4 expenditure report produced during 2025. <ul style="list-style-type: none"> A detail expenditure report is presented in the financial report section of this report – 2025 AR. 		SOC 6.4			









Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	NSDP #	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2025 – Under/(Over)
12. An effective performance management system is established and implemented	12.1 MPM staff performance appraisal conducted	100%	With effective communications and collaboration from all Directors, Heads, and staff of the PMO, all 2025 appraisals were completed on time and uploaded to HRMIS.		SOC 6.1 & 6.4			
	12.2 Staff disciplinary matters addressed efficiently	100%	<ul style="list-style-type: none"> • Majority of MPM’s HR issues dealt with at department levels and significant improvements by staff concern. • Two (2) disciplinary matters were referred to the MDC. <ul style="list-style-type: none"> ○ MDC handled the disciplinary cases and recommendations were provided to respective Directors and DG for implementation. ○ Both were successfully managed at the MDC and ministerial level. 		SOC 6.1 & 6.4			
	12.3 MPM restructure needs approved by PSC	100%	<ul style="list-style-type: none"> • CSU revised structure completed. • Job descriptions completed. • Final submission to OPSC in Q2 2026 • All JDs for all positions under the PMO were transferred to the new template. 		SOC 6.1 & 6.4			
	12.4 MPM Institutional Strengthening Strategy (HRD Strategy) developed	100%	Work has been progressing well – need to be continued in 2026.		SOC 6.4			








Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	NSDP #	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2025 – Under/(Over)
	12.5 Number of MPM staff attending further training / type and field of training	10	The DG's Office and CSU through the HRO have assisted in facilitating short-term training approvals by OPSC for LSD staff, NSCS staff, DCDT staff, DSPPAC staff, and CSU staff.		SOC 6.1 & 6.4			
						185,598,404	178,092,209	7,506,195





ACTIVITY MPBA: Vanuatu National Security Council | Secretariat

Table 4: VNSC Secretariat - Report Against Budget Narrative & Business Plan Activities

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2025 – Under/(Over)
1. National Security Council meetings	Monthly meetings	12	On Track 8 Meetings convened 3 Flying Minutes		30,821,876 VT	30,090,084 VT	731,792 VT
2. Produce a Monitoring and Evaluation Assessment of NSC Resolutions	M&E completed and disseminated	2	On Track 1 M&E published				
3. SSOCM meetings	Monthly meetings	12	11 Meetings convened in 2025				
4. Provide high-level advice to the Prime Minister on Security issues.	Verbal and written advice	52	Weekly Security assessments provided via Monday Security Briefings				
5. Develop the Vanuatu National Security Foreign Engagement Strategy	Engagement Strategy endorsed and launched	1	Strategy drafted				

6. Develop a Critical Infrastructure Framework	Vanuatu National Critical Infrastructure Framework draft endorsed and launched	1	Drafting in progress				
7. Provide intelligence assessments to the Prime Minister on National Security Issues	Monthly assessment submitted	12	Assessments presented and discussed				
8. Produce the NSC Fortnightly Security Update	Fortnightly Security Updates produced	24	24 Fortnight Security Updates published				
9. Produce geospatial assessments and products	Interactive and static geospatial products published	12	15 Geospatial Products completed				
10. Produce specialty open-source assessments and products	Interactive and static open-source products	12	12 Open-Source Assessment products produced				
11. Conduct Security Joint Assessments	Joint Assessments with other agencies	2	8 Joint Assessments conducted.				
12. Conduct M& E focal point assessments	Assessments done and Minutes produced	8	9 M&E Focal Point meetings conducted				
13. Conduct Geospatial joint assessments	Assessments done and Minutes produced	4	4 joint geospatial meetings conducted				

14. Update the NSCS database	Database scoping, development, consultation, review, and integration in analysis	1	Database under design phase to be launched in the 1 st quarter of 2026				
15. Publish monthly security awareness booklet	Monthly Security Awareness Booklets produced	12	12 booklets published in the nscs website				
16. Publish monthly security podcast	Podcast contents endorsed	12	12 podcasts published in the nscs website				
17. Hold Provincial Security Storian and Awareness campaigns	Provincial meetings with Provincial and Area Administrator representatives	2	2 storians held successfully in Shefa and Tafea				
18. Conduct Security Focal Points Meetings	Minutes of Security Focal Points produced	4	4 focal point meetings successfully held				
19. Conduct open-source focal point joint assessments	Assessments done and Minutes produced	4	5 focal point meetings successfully held				
20. Process the clearance of visiting military vessels and aircraft	Military vessels and aircraft visit or are denied in accordance with due process	25	46 military vessels and aircrafts cleared in 2025				

21. Capacity building of staff	Staff have the skills and capabilities they need for their work tasks	2	6 trainings undertaken <ol style="list-style-type: none"> 1. Staff seconded to the Pacific Fusion Centre for the 2025 Cohort - Mr. Finberg Vinbel (Port Vila); 2. Psychology of Leadership Training from the UK – Hannah Tari (Port Vila); 3. Intelligence Photography training by the US – Sam Yuen, Sharon Marango and Finberg Vinbel (Port Vila); 4. SPID AI Training – Benedict Philip and Sam Yuen (Fiji). 5. Critical Infrastructure dual use training – Sam Yuen (New Zealand); 6. Open Source Assessment Training – Finberg Vinbel (Australia) 				
22. Produce Standard Operating Procedures (SOPs) for NSC, SSOCM, NSCS Focal Point Meetings (FPM), Joint Assessments, NSC resolution M&E, and the NSCS office	NSC, SSOCM, FPM and NSCS office SOPs are fully defined and documented	1	Draft considered by SSOCM and to be presented to the NSC in 2026 for endorsement				
23. Define the functions of the National Security Senior Officials Committee	Amendment to the National Security Act No. 41 of 2019, through miscellaneous provisions	1	Bill passed by Parliament in November 2025				
24. Pursue the NSCS new building	NSCS building design and preliminary works	1	Contractors Bid completed Ground Breaking set for the 1 st quarter of 2026				
































25. Update the NSCS website (currently at gov.vu)	NSCS website functioning	1	Website launched and operational				
26. Deliver Public service security awareness program	Awareness Delivered	1	NSCS awareness materials disseminated in Shefa and Tafea				
27. Develop an NSCS Yearly Planner	Yearly planner produced	1	NSCS Year Planner produced				
28. Manage and update the NSCS Asset Registry	NSCS Asset Registry kept up to date and accurate	1	NSCS Asset registry up to date				
29. Produce a monthly unit expenditure update	Monthly report prepared and submitted to the NSA	12	Expenditure updates completed and submitted				
30. Host the South Pacific Intelligence Dialogue (SPID) Leader's Meeting	Meeting held, minutes delivered to Member States	1	SPID successfully hosted by Vanuatu at the Warwick Le Lagon				
31. Host the MSG security advisor's dialogue	Meeting held, minutes delivered	1	Successfully hosted at the margins of SPID at the Warwick Le Lagon				
32. Conduct women and youth security dialogue	Meeting held, minutes delivered	1	Event held at the margins of PSC Day in Tanna				
33. Awareness and Review of the Classification Handbook	Awareness successfully delivered	2	2 awareness programs successfully delivered in Tanna and Shefa				
					30,821,876 VT	30,090,084 VT	731,792 VT

Table 5: DSPPAC: Policy and Planning Unit - Report Against Budget Narrative & Business Plan Activities

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2025 – Under/(Over)
1. 2026 Government Policy Priorities (GPP)	Final GPP produced and endorsed by COM	1	COM decision on GPP 2026 approved.		73,329,488 VT	72,139,776 VT	1,189,712 VT
2. Government Act (Amendment)	Final Government Act Bill endorsed by COM and passed in Parliament	1	Government Act Bill passed in Parliament				
3. Alignment	Alignment Plan developed	1	Task was not completed this year and planned for next year’s BP.				
4. Economic Technical meeting	Economic Technical Meeting Outcome Report	1	Meeting completed at Economic Technical Meeting-Le, Life				
5. Cultural Hub Meeting	Cultural Hub Meeting Held COM decision on Cultural Hub Resolutions Cultural Hub Report developed	1	Cultural Hub meeting Held in August 2025 in Tanna successfully. COM decision on Cultural Hub Resolutions passed.				
6. 2025 Independence speech for the Hon. PM	Draft the independence speech	1	Draft speech provided to cabinet for review-Complete				





7. Budget Narrative	Budget narrative document cleared by director and printed	1	Budget narrative document cleared by director and printed for Parliament-Complete				
8. MBC meeting	· Prepare MBC presentation on government policy priorities · Attend MBC	1	Completed however noting very poor attendance by PPAs. Need improvement.				
9. NPP	All PPA's to provide their analysis on their sectors to head Policy and submit to EAs in MFEM.	For all Ministries & Statutory Bodies	Completed however require better co-ordination with EAs (MFEM) for better analysis of NPPs with clear guidelines				
10. Acceleration Priorities	Number of Workshops with Ministries/and Provincial Governments on Acceleration Priorities	6 Provinces 13 Ministries	Task was not fulfilled and planned for next year given competing priorities.				
11. PPP Act Implementation	PPP Unit Structure and Budget Approved	1 4	Task is on-going requiring approval of Structure by PSC and NPP for Budget support.				
12. Sector Meetings	Attendance of Sector Meetings	N/A	Policy analysts to regularly attend any meeting, Workshop or retreat as requested by the Sectors.				
13. SOP	Number of Workshops undertaken	3	2 workshops have been completed this year, with more planned for next year				
14. NPF	Number of awareness	3	Need to re-confirm this as an immediate priority therefore the PPU				







	workshops undertaken		did not undertake any activities in relation.				
15. New Government Brief	Complete Government Brief	1	Brief Complete.				
16. Independent Review of the Government Machinery.	Report of the IGMR completed.	1	Process started however delayed due to other immediate priorities.				
17. National Planning Calendar	National Planning Calendar completed	1	Process to complete national planning calendar delayed for next year's Business Plan 2026.				
18. Review DSPPAC Structure (Admin)	Review of Structure Completed and Submitted to PSC	1	Draft review of Structure completed and undergoing final comments and checks before submission- On Track				
19. GIP Appraisal	Appraisal Reports by PPAs	6	GIP appraisal is continuous and going throughout the year.				
20. Advisory Note	Review of the National Population Policy Completed.	1	Review of National Population Policy is ongoing. Delayed due to funding availability				
21. Policy Development Guideline/Template	Developed Policy development Guideline completed	1	Process has started, planned for completion next year 2026.				
22. Policy Analysis Guideline/Template	Policy Analysis Guideline Completed	1	Planned for next year's BP 2026.				

	73,329,488 VT	72,139,776 VT	1,189,712 VT
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ACTIVITY MCBA: Strategic Management | Monitoring and Evaluation Unit (M&E)


Table 6: DSPPAC: M&E Unit - Report Against Budget Narrative & Business Plan Activities



Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2024	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2025 – Under/(Over)
1. Ensure appropriate M&E guidelines in place	Monitoring Guideline	3	Completed		27,293,889 VT	25,525,689 VT	2,041,200 VT
	Evaluation Guideline						
	Policy audit guideline						
2. Manage timely reporting of the NSDP through ADR	ADR 2024 produced	1	Completed				
3. Capacity building for M&E officers across sectors	Capacity trainings on monitoring, evaluation, policy audit and guidelines	2	Completed				
4. Use appropriate technology and innovation for M&E reports	Dash board monitoring	1	Completed				

5. Ensure adequate HR capacity for M&E unit	Recruitment of M&E officer position	1	Delayed				
6. Ensure appropriate remuneration for all M&E positions	Correct GRT anomalies for 4 positions	4	Delayed				
7. Prepare for the NSDP review	NSDP review TOR and budget	2	Completed				
8. Prepare for the review of M&E Framework and ADR template and M&E policy	TOR developed and budget confirmed	3	Completed				
9. Assess the performance of each staff and where possible recommend for further improvement	PMR assessment completed	3	Completed				
10. Administration - Manage leave and ensure staff are fully equipped	Leave updated Staff equipped as appropriate	3	In Progress				
					27,293,889 VT	25,525,689 VT	2,041,200 VT


ACTIVITY MCBA: Strategic Management | Aid Coordination and Negotiation Unit (ACNU)





Table 7: DSPPAC: Aid Coordination Unit - Report Against Budget Narrative & Business Plan Activities

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2025 – Under/(Over)
Compilation of ODA for inclusion in supplementary and annual budget; presentation to MBC as requested by DoFT/MFEM	Budget Book-Vol 1&2, inclusive of donor figures	1	<ul style="list-style-type: none"> GIP forms submitted (new or updated) are recorded for reporting to the Supplementary appropriation MBC in April and again for the Annual appropriation MBC in August Compilation of projects that need to be appropriated from new GIP forms submitted (normal development) Reviewing and rearranging data on APMS in preparation for reporting templates extraction (Annual appropriation prep) Dissemination of reporting templates to Ministries and DPs for verification Presentation of ODA information to MBC (over two days) Finalization and remittance of finalized information to DoFT for DCO/COM in preparation for Annual Appropriation Bill 		27,212,953 VT	26,804,524 VT	408,429 VT

			<ul style="list-style-type: none"> • Printing, binding of ODA information for Members of Parliament (*Annual Appropriation) • Attend National Parliament for Appropriation Bills <ul style="list-style-type: none"> ○ [2026 Budget Book- Vol 1&2, inclusive of donor figures] 				
High Level consultations between Vanuatu and individual development partners successfully convened	Number of Technical Development Cooperation Partnership Meeting (TDCPM) with development partners (with minutes)	1 high level and 4 TDCPM	<p>Two high level meetings convened. One on one meetings with DPs convened in lieu of convening combined meetings.</p> <p>Objectives for meetings with DPs still achieved (ensure information on Government priorities, expectations of the Gov, reminders on processes, are conveyed clearly)</p>				
Number of meetings held with resident development partners	Number of bilateral meetings with bilateral and multilateral partners (with notes)	9	<ul style="list-style-type: none"> • Meeting with DFAT Aid Coordination Officer - update on recovery assistance • Meeting with UN Agencies and other DPs for Recovery Process (inclgd. Budget process) Meet with Chinese Embassy - Chinese donations • Meet with JICA - reminder of the GIP processes and other associated processes (duty, VAT ZRAC, green form etc) • Participated in, and provided support to meetings between the PM and high-ranking officials from China, Australia, UNDP • Provided support to meetings between Director and NZ, DG and UN Agencies, DG and NZ (HLC), Director and China 				




			<ul style="list-style-type: none"> • Meet with Chinese embassy who provide update on Chinese Priority Projects • Work with Chinese Embassy, MIPU and PMO to do the clearance and organise logistics on the handover ceremony on the 6 Plus One Chinese Boats. • Meeting with Chinese Delegation from the China International Development Cooperation Agency. Inform on Vanuatu Government Priorities and while they inform Vanuatu Side on Small but beautiful project initiative. • Meeting with France: Agenda: President Macron fund announcement and AFD (notes available). Government of France/New Caledonia, MFAICET to finalize the [CCR Projects]. Steering Committee meeting contacted and new CCR projects awarded • Attend the First political Dialogue between the Republic of Serbia and Government of Vanuatu • Joint Policy Unit and Aid Coordination Unit meeting with Country Officer of IFC – Liz Pechan, regarding Private Public Partnership (PPP). • Courtesy visit with the UNDP Resident Representative to the Hon. PM • Meeting with the World Bank to discuss upcoming priorities and funding windows • Meeting with the NZ HC on funding window available for DSPAC 				
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			<ul style="list-style-type: none"> • Meeting with EU, with a briefing on the current window that came to an end, and further assistance needed (esp. upgrading the APMS). • Guidance provided to Renovation Implementation Agreement for buildings damaged by the Dec.17 earthquake, that was to be signed between China and Vanuatu • Facilitation of signing of Exchange of Letters for USD300,000 for small grants projects provided by China (signed between PM and Amb.China to Vanuatu) 				
Develop joint cooperation agreements in collaboration with central agencies	Number of cooperation agreements approved	100%	<p>Advice and direction provided to sectors for cooperation agreements:</p> <ul style="list-style-type: none"> • Meeting btwn 1st PA and Chinese Embassy for overview of the Implementation Agreement for Government of China's assistance (repair & restoration of Chinese buildings) • Clearance sought for IA prior to signing by OAG • Meeting with the Japanese Embassy to discuss the new development cooperation agreement with the Department of Youth and Sports. Confirmation of two projects by the HQ in Tokyo – Vila East School and Seaside Primary School (MoET involved in conversation) • Assistance provided to DoEnergy and DoCC for inclusion of concessions in DP agreements with Gov Agencies 				

Participate in high level and technical discussions regionally and internationally	Number of regional & international high-level discussions attended/participated in	100%	<ul style="list-style-type: none"> Part of Vanuatu team attending the Pre-COP meeting in Samoa Part of Vanuatu delegation (PMO, OPSC, MoIA) to Solomon Islands to learn of the Provincial Capital Development Fund (to be familiarized on how it works, to see if it can be imitated here) Part of delegation for trip to attend UNFCCC COP30 in Belem, Brazil [Gov Technical Lead for Climate Finance] Part of delegation to attend the Second World Summit on Social Development in Doha. 				
	Number of reports reflecting outcomes of high-level and technical discussions	4	<ul style="list-style-type: none"> Reports for all trips compiled and submitted 				
Central agencies are informed of the outcomes of the high level and technical discussions	Number of reports reflecting outcomes of high-level and technical discussions	5 reports submitted	<ul style="list-style-type: none"> ACU is currently the Interim Secretariat for the Central Agencies; assisted with dev of CAC ToR, convened CAC meetings, developed meeting notes, developed other documents relevant for members (4 meetings convened) 				
Implementation of the ODA Management Policy and the ODA Management Implementation Strategy	Number of awareness, training, provided to stakeholders, donors, and line agencies	1	<ul style="list-style-type: none"> Ongoing sharing of GIP templates, DSPPAC Guidelines, and other templates upon request by line Ministries, contractors and other implementing agencies. Ongoing advice provided on government development project processes _ DE, VAT, GIP, MOU/MOA, Development Support VISA, JICA Volunteers, Project Completion Reports. 				

			<ul style="list-style-type: none"> • Provide advice to PWD and DCIR on this issue to VAT Certificate for Pentecost Road and Melsisi Wharf. • Facilitate with Ministries on updating project profiles for specific projects that have surpassed their end date e.g. PMU MALFB to update project, Enhancing productivity and quality of crops through “mutation breeding techniques”. • Facilitate development of new GIPs for projects e.g. Manua School to be funded by the government of Indonesia and new GIP for renovation of the Vila East School and Seaside School to be funded by the government of Japan. • One on one Project and Finance Officers refresher training for MALFB, MOH, MoIA, MOLNR, MIPU & MoET • Processing of GIP 140 GIP forms allocated codes, 137 green forms processed, 180 duty exemption requests, 69 VATZRAC, 5 Development Support Visas processed, 12 JICA volunteer requests <p>Thematic meetings with Ministries:</p> <ul style="list-style-type: none"> • Meet with VANGO/TCFCO • Meeting with DoEnergy and the SPC with regard to new projects and processes • Support and advice provided to MoCC for CC funded project • Support and advice provided to Minis.MoIA on ADR • Support and advice provided to DCDT/VBTC & GfG 				
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			<ul style="list-style-type: none"> • Attended AIM-N Project Stakeholders meeting as per invitation from Director DARD • Met with Department of Energy regarding their proposal to disbursement of VGET project funds from Finance to UNDP- USD750,000 - funded by Italy Government • Met with Vanuatu skills Partnership to discuss VAT Certificate Issue and the new approach of GIP for DFAT funded projects. • Attended the invitation from FINANCE, FMIS, on Scoping Exercise, with ADB Consultants. • Met with DG PMO to provide update on China Aided recovery project and seeking his approval to allocate the Convention Centre compound for Temporary Construction Site for CCECC. • Met with Director Environment to discuss permit for Temporary construction set at Convention Centre for CCECC as part of the Efate Recovery of Earthquake • Coordinate government agencies (PMO, MFEM, MOFA, MOET (Malapoa College), Sports Commission (Korman Sports Complex), Office of the President, MIPU PWD) and the Chinese technical team and potential contractor (CCECC) to carry out structural assessments • Arrange and Met with DCIR Regarding VAT issue for VSP, ANDP and GEF6 			
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			<ul style="list-style-type: none"> • Liaise with JICA office on all JICCA Volunteers application • Communicate with acting director PWD on green form and GIP for Kumul Highway project funded by PNG Government. 				
ACU Operations Manual (“Volume III”)		1	<ul style="list-style-type: none"> • Dissemination of Manual to sectors and DPs continuous. Ensured circulation of amended GIP form, Closure Report. 				
EU programs are managed and implemented in a timely manner	EU programs are managed effectively	1	<ul style="list-style-type: none"> • EU Mission to Vila, with meetings for all VaVaC DGs completed successfully (March) • Meeting with briefings on the new program with EU funding completed successfully (March) • EU Budget Support Financing Agreement and Disbursement Request signed • EU Technical Meeting with VaVaC Steering Committee (October), to discuss the VaVaC II • EU VaVaC program evaluation report completed and approved • EU VaVaC 2 program 1st disbursement requested approved and released • EU VaVaC 2 Program Estimate and Financing Agreement approved and signed 				
LDC Post Graduation program is managed and implemented in a timely manner	LSD Post Graduation program managed effectively	1	<ul style="list-style-type: none"> • STS implementation matrix is update for 2025 • Report progress on Monitoring and Evaluation of the STS implementation matrix at the 2nd NTDC meeting • Provide a mid-year report to UNDESA on the STS implementation matrix with the implementation challenges encounter after the Efate earthquake. 				



ACU HR Management	A fully equipped unit that is capable to coordinate and support the implementation of the AMP	100%	<ul style="list-style-type: none"> • ACU Quarterly reports submitted to Director • Last quarter ACU meeting convened • 2025 PMA Sections A, B & C completed and submitted • Leave plan for ACU organized and submitted to ensure Unit stays operational during the Christmas and New Year break • ACU 2025 BP review and challenges highlighted at DSPPAC Planning meeting • ACU 2026 BP completed 				
Reporting and 2026 recurrent processes		100%	<ul style="list-style-type: none"> • 2024 Annual Report contributions complete • 2024 ADR ACU sections completed and submitted • 2025 Department BP compiled and submitted • Contributions to new MPM Corporate Plan complete • 2026 ACU Budget Narratives updated and submitted (reflected in Budget Book Vol 3) • 2026 Government Policy Priorities reviewed and ACU sections updated and submitted (reflected in Budget Book Vol 1) 				
Other duties allocated to ACU Officers	Extra duties are implemented	100%	<ul style="list-style-type: none"> • Coordination of ESP funds with stakeholders; PMO/DCDT, MIPU, MTC • Coordination of GfG – PMO DFA 80584 • Coordination of PRC Gov. Earthquake Recovery funding (former residence of Prime 				






			Minister & PSC-allocated office building for DSPPAC) <ul style="list-style-type: none"> • Acting Assistance Admin and Finance Officer Duties allocated to the Database Officer from February to September. • 2026 DSPPAC Recurrent Budget entries onto VBMS (including NPPs) • Assistance provided to the Director and PPA Governance for the Machinery of Government work • ACU part of logistics team for the DSPPAC Planning Meeting • A/Director & OIC DSPPAC duties • OIC of ACU duties allocated to Principal Officers 					
						27,212,953 VT	26,804,524 VT	408,429 VT




ACTIVITY MCBA: Strategic Management | Right to Information Unit (RTIU)

Table 8: DSPPAC: Right To Information Unit - Report Against Budget Narrative & Business Plan Activities

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2025 – Under/(Over)
Increase Public Awareness on the RTI Act	Number of public awareness conducted	15	<ul style="list-style-type: none"> • We have printed more posters on MPs entitlement and Councillor and Area Council posters for SHEFA and SANMA. • Poster on political appointee is 		25,332,116 VT	22,029,525 VT	3,302,591 VT


			<p>delayed due to lack on information and data</p> <ul style="list-style-type: none"> • Poster on municipal councilors' entitlement is delayed due to difficulty getting information from Urban Land Dpt. • First encounter was in June for RTI-Media Training (Already) Second encounter on 29 September at NUV. • RTI awareness was carried out in Tongoa and South Epi. Rough seas prevented similar on Buninga and Tongariki • Noumea visit is canceled due to embargo on overseas travel. • Activity completed at the NUV in Port Vila. • 2 videos to be produced on Tanna for the three events (Culture, PSC, Independence) • Activity Completed. 			
Organise Right to Information Steering Committee Meetings	Number of meetings	2	Appointment of new RTISC Chairman and members wa made by the Prime Minister.			
Increase Government Proactive Publication	Number of publications by Government Agencies	1	<ul style="list-style-type: none"> • This Publication Circular was issued to all DGs and Directors in June this year • Proactive publication training was incorporated in the RTI Officers Training in July 			






			<ul style="list-style-type: none"> Assessment of Government websites will be done in the 3rd Quarter including collaborating with the DCDT to review the existing Website Template 				
Increase improved records Management system for public bodies.	Number of agencies with improved records management systems	1	<ul style="list-style-type: none"> Completed in October. Payment made. Completed. Report available here RIM Reports - Vanuatu Right to Information Unit 				
An established structure that facilitates RTI Implementation	Propose JD and salary scale to PSC or issue circular for inclusion of RTI in current JDs	1					
An establish structure under MPM	A visible RTI Unit structure under MPM	3	RTI Unit already captured in DSPPAC's structure				
Establish and promote RTI Web Portal	RTI Web Portal Established, and awareness done	1	Currently engaging a Port Vila- based developer for the instalment and development of the system.				
Increase RTI Trainings for Public Officials	Number of trainings	3	<ol style="list-style-type: none"> 1. Training for Media 2. Training for Records Officers in Luganville 3. Training for Comms Offices in MoCC 4. Malampa Councilors Induction 5. Shefa Councilors Inductions Members of Parliament Induction				





Update RTI Website and social Media Platforms	Update website and social media	12	RTI Website and social media is up to date.				
Assist in progressing appointment for Information Commissioner	Provide support where necessary	12	Structure was approved by JSC, recruitment of IC pending the approval of the financial visa				
Monitor overall progress of RTI implementation	Number of regular monthly reports	3	RTI report is completed and available on the RTI Unit website.				
					25,332,116 VT	22,029,525 VT	3,302,591 VT


ACTIVITY MCBA: Strategic Management | Disaster Recovery Coordination Unit (DRCU)



Table 9: DSPAC: Disaster Recovery Coordination Unit - Report Against Budget Narrative & Business Plan Activities

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2025 – Under/(Over)
Coordinate and provide secretarial role to National Recovery Committee	Convene NRC meetings	6	1. More than 15 NRC meetings held from January to December 2025, 2. More than 12 Sectors Coordination Meetings held from January to December 2025 3. More than 2 flying Minutes from January to December 2025 4. All earthquake related projects have been approved and the Implementation is still ongoing		19,361,083 VT	18,379,571 VT	981,512 VT

			<p>5. NRC decision for TC Harold recovery projects are well implemented from all provinces.</p> <p>5. Important operational documents such as SOP, guidelines and policy approved by NRC have been completed</p>			
Coordinate across all line ministries the recovery programs and frameworks	Number of Sector coordination meetings	15	<p>1. Work with all government ministries and departments to accelerate the implementation of TC Harold recovery projects and Earthquake recovery priorities.</p> <p>2. More than 20 sectors coordination held to discuss recovery related projects and other important works.</p>			
Provide the six-monthly report to NRC members and ODA's on progress of recovery programs and projects	6-monthly Recovery Implementation Report submitted	4	<p>2025 mid-term project report completed</p> <p>End of year recovery project report is still pending.</p>			
	Number of visits to recovery project sites	3	Only one project field trip conducted this year due to earthquake recovery commitments			
	Audit Report Produced	1	Only one project field trip conducted this year due to earthquake recovery commitments			
Provide PDNA Training to line ministries and stakeholders towards PDNA programs	Conduct PDNA refresher training	1	Negotiation to conduct the training by early next year 2026			




Coordinate the development of the Post Disaster Needs Assessment	In the absence of a PDNA, a Recovery Plan is developed	1	Efate and Port Vila Earthquake recovery plan for 2024 to 2028 completed				
Work with Government ministries to strengthen baseline data for PDNA exercise	Engagement of stakeholders to improve post disaster need assessment	100%	In progress for First quarter 2026				
Assess the performance of each staff and where possible recommend for further improvement	Performance appraisal completed annually for DRCU officers	3	Completed for 2025				
Risk transfer and Coping Mechanisms	<ol style="list-style-type: none"> 1. Training provided to steering committee and stakeholders on Social Protection 2. Policy drafted and approve by DCO and COM. 3. Draft comprehensive policy document based on analysis and discussion 4. Meetings with Social Protection taskforce, stakeholders' analysis 5. Develop Implementation Plan for the NASP 	100%	<ol style="list-style-type: none"> 1. NASSP Implementation plan completed 2. Recovery Planning Guideline completed pending COM approval 3. More than 6 comprehensive social protection taskforce meeting and national consultation meetings held this year 2025 4. The recovery contingency funding is in progress 				





	<p>Policy in collaboration with WB</p> <p>6. Developed Recovery Guideline, Recovery Tender & Procurement Process Guideline</p> <p>7. Draft a COM paper to request the COM approval on two Disaster Risk Financing instruments (Contingency fund and Reserve Fund options)</p>						
Mainstreaming Recovery Activities	<p>NDRF Plan developed and launched.</p> <p>Consultations and workshop over the year 2025</p>	<p>1</p> <p>4</p>	<p>- In the areas of Recovery and resilience framework, the DRCU unit has continued to work with line ministries and departments to integrate the recovery and resilience activity in their programs. Few examples are earthquake lessons learned report, NASPP and other important reforms in our policies and legislations.</p>				

			Attending more than 4 regional meetings on climate change and disaster recovery conferences.				
Review the ROC SOP	1. ROC SOP finalized and ready to use 2. Consultation completed within DSPPAC	1	<ul style="list-style-type: none"> ROC-SOP completed 				
Administration and Capacity building	Utility payments Domestic and International Travel Stationery and equipment purchase in 2025 Review the current structure and get PSC approval Hiring and refreshment	100%	<ul style="list-style-type: none"> All administrative work listed have been completed. For human resourcing, DRCU have successfully recruit two Technical Support staffs and cadet. 				
					19,361,083 VT	18,379,571 VT	981,512 VT




ACTIVITY MPCA: Language Services | Language Services Department (LSD)

Table 10: Language Services Department - Report Against Budget Narrative & Business Plan Activities





Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2025 – Under/(Over)
1. Oversee the provision of quality general translation services in the required official languages.	<ul style="list-style-type: none"> 80%-100% of received documents translated into French per quarter 80%-100% of received documents translated into Bislama per quarter 80%-100% of received documents translated into English per quarter 	100%	Achieved (though it is an on-going activity).		66,076,640 VT	65,745,176 VT	331,464 VT
2. Oversee the provision of quality legal translation services in the required official language.	80%-100% of received legal documents translated into French per quarter	100%	Achieved (though it is an on-going activity).				
3. Oversee the provision of interpretation services in courts or elsewhere.	100% of requests of interpretation	100%	Achieved - all requests for interpretation services provided.				

	services carried out.						
4. Oversee the revision of documents translated by the LSD language officers.	80%-100% of translated documents received revised per quarter	100%	Achieved - all requests for revision services provided.				
5. Oversee the proofreading of documents translated by other Government Departments.	80%-100% of translated documents received proofread per quarter	100%	Achieved - all requests for proofreading services provided.				
6. Oversee the pursuing of work related to the formation of the Vanuatu National Language Council (VNLC).	- Structure - TORs - Appointment letters	50%	Only structure and TORs done				
7. Oversee work related to the operation of the Vanuatu National Language Council (VNLC).	At least 2-3 meetings	0%	Pending the formation of the Council. It was found out that the Chairperson of the Council is to be placed on salary (and not allowance). Secure fund for the position of Chairperson.				
8. Oversee the populating of the Database.	Number of documents inserted.	10%	Access to the Database blocked. Developer contacted and DCDT needs to assist.				
9. Oversee the populating of the Terminology Bank.	Number of technical terms in the Terminology Bank	5%	Pending the accessibility of the Database.				

10. Oversee the provision of technical and specific terms to Terminologist.	3-10 technical terms per technical staff per quarter	90%					
11. Oversee the populating of the LSD Website.	Number of updates in the Website	80%	See website: lsd.gov.vu				
12. Oversee the establishment of partnerships with public and private institutions.	1-2 partnership agreements	10%	Talks have been undertaken but no documents established. Rolled over to Q 1 2026.				
13. Oversee the implementation of the Partnership Strategic Plan.	Number of activities carried out	90%	Done through the Bislama standardization exercise. The effect of the December 2024 earthquake had forced.				
14. Ensure progress of the finalization of the Bill of the Language Act.	Bill of the Language Act finalized	80%	Follow-ups undertaken. No respond from OAG drafters.				
15. Prepare COM Paper for the Language Act to go before Parliament session pending the completion of the Bill.	1	50%	Paper prepared in advance				
16. Oversee the purchasing of prioritized equipment.	2-3 identified equipment	100%	Achieved – relocation equipment and working tools.				
17. Oversee the purchasing of identified library resources.	1-2 identified resources	0%	Relocation mode.				
18. Oversee the pursuing of the improvement of library arrangement.	1	50%	Relocation mode.				

19. Develop the Department's 2026 Business Plan.	1 plan	100%					
20. Present clearly the 2026 Business Plan to LSD staff.	1 presentation	100%					
21. Oversee the management of the LSD vehicle, G312.	LSD vehicle well maintained and managed	100%					
22. Process the approval of the reviewed LSD structure and JDs.	1 structure 24 JDs	100%	PSC to approve.				
23. Compile a Damage Assessment Report to be sent to PSC.	1	100%					
24. Oversee the assistance provided to ROC team in recovery related activities	- Secretarial services - Translation services - Financial administration services - Driving services	100%	ROC team assisted by 4 LSD Officers.				
25. Advise each Officer to remove important working equipment, such as PCs, etc., and resources to store in a safer place they could find.	- PCs - Translation, revision/proof reading documents - Stationaries	100%					




	- Other important documents						
26. Advise each Officer to save all their work from their PC to flash drives.	19 flash drives	100%					
27. Organize administration meetings to guide staff on ways forward.	2 administration meetings	100%					
28. Attend management meetings called by DG.	1-2 management meetings	100%					
29. Advise Officers not assisting ROC to take annual leaves until new office spaces are ready to relocate.	12 Officers	100%					
30. Advise Officers to clean up their damaged office spaces.	4 rooms	100%					
31. Seek for new office spaces to relocate temporarily the LSD.	Spaces for 5 LSD sections	100%					
32. Ensure power, water and Government network are available in the new office spaces.	- Power - Water - Government network	100%					
33. Organize the cleaning of the new office spaces.	- Interior cleaning	100%					





	- Exterior cleaning						
34. Ensure working equipment, resources, tools and materials are available in the new office spaces.	- 20 desks - 20 PCs/laptops - 20 filing cabinets - Stationaries - Working resources - Cleaning materials, equipment and supplies - 2 photocopier machines - 6 VoIP phones - 1 ice box - 1 water dispenser	100%					
35. Recall staff to the new office spaces.	20 Officers	100%					
36. Organize meetings to guide staff on ways forward.	At least 12 meetings (admin., head of sections', general meetings)	100%					
37. Attend executive meetings called by DG.	At least 5 meetings	100%					







	66,076,640 VT	65,745,176 VT	331,464 VT
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ACTIVITY MPEA: Department of Communications and Digital Transformation (DCDT) | Finance and Administration




Table 11: OGCI0 - Report Against Budget Narrative & Business Plan Activities





Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2025 – Under/(Over)
<i>Department: 57 Activity: 57AA MPEA Administration</i>							
Annual Budget	DCDT's 2025 budget entered VBMS and approved by MBC	100%	Completed 2025 budget successfully prepared and submitted through VBMS. Payroll aligned with approved restructuring, operational budgets allocated per unit, and revenue projections included. Budget approved by MBC.		158,039,837 VT	155,689,907 VT	2,349,930 VT
Payment Procurement	Payment and procurement procedures followed	100%	Completed All procurement processes complied with government financial regulations. Payment requisitions reviewed and approved by Manager, Director, and Finance before LPO issuance. Improved compliance and accountability achieved.				
Income Revenue	Targeted revenue collected	100%	In progress				




			Revenue invoices are issued to vendors including VNPF and Pacific Network for Shefa Data Centre hosting. Follow-ups conducted, and majority of outstanding payments collected within the reporting period.			
Government Asset Registry	Government Asset Registry updated	100%	In Progress Asset register updated to reflect all existing government assets including vehicles and towers. Disposal process initiated for obsolete assets and planning underway for replacements.			
Office Space	Office space Santo office and rental in Port Vial	100%	On Track Rental arrangements are maintained for VNPF (Port Vila) and CNS Santo office. Assessment of relocation to larger and more suitable office space completed.			
Office filing	Filing room established and files stored in filing system	100%	Filing room established and operational. Hardcopy files properly archived and electronic filing system improved for easier access and retrieval.			
Management Meetings	Provide update and decision making on work progress	100%	Monthly management meetings conducted consistently. Workplan progress reviewed,			





			and directives issued by acting Director to ensure timely implementation.				
Implement Proper management of DCDT mails	Mails delivered to intended recipients on time	100%	Mail registry system strengthened. Incoming and outgoing mails recorded and dispatched promptly to intended recipients.				
Implement proper use of Govt vehicle	Vehicles managed effectively	100%	Vehicle usage monitored through logbooks. Regular service conducted and fuel consumption controlled, ensuring efficient use of government vehicles.				
Manage Employees Leave Administration	Leave entitlements managed effectively	100%	Staff leave balances monitored to ensure compliance with policy. Employees encouraged to take leave, reducing excessive accumulation above 30 days.				
Manage Staff Performance Appraisals	Staff Performance Appraisals submitted to OPSC on time	100%	Performance appraisal process implemented across all quarters. End-of-year reviews completed and submitted to DCIO and PSC within required timeframe.				
Manage Office Stationeries	Office stationeries managed effectively	100%	Improved tracking of stationery usage. Proper recording system is implemented to minimize wastage and control costs.				
Office cleaning product	All DCDT Offices kept clean	100%	Cleaning supplies properly recorded and maintained.				





			Adequate stock always ensured to support office cleanliness.				
Capacity Building	Develop staff skills	5	Staff registered for accredited training programs through VQA. Training approvals processed through PSC. Budget constraints limited full participation, but priority training was completed.				
Department: 57 Activity: 57AH MPEA Computer Emergency Response Team (CERT)							
Improve GBN Security Hardening (CPS1)	<ul style="list-style-type: none"> - Systems hardening - Network hardening Policy development and enforcement	100%	Successfully implemented system and network hardening measures across key Government Backbone Network (GBN) infrastructure. Security policies were reviewed, updated, and enforced, resulting in improved resilience against cyber threats and reduced vulnerabilities across critical systems.		19,195,846 VT	18,902,059 VT	293,787 VT
GBN Security Assessment and Audit	Security Audit Report	100%	Completed vulnerability assessments and penetration testing on core systems. Identified risks were documented and mitigation actions initiated. A comprehensive security audit report was produced, including recommendations to strengthen cybersecurity posture.				
Improve SIEM and threat intelligence platform	Improve SIEM System to the GBN	100%	SIEM agents successfully deployed them across priority GBN servers. Enhanced				







operation and enhancement (CSP1)	Intelligence Gathering		monitoring and real-time threat detection capabilities established, improving incident visibility and response time. Threat intelligence feeds integrated for proactive monitoring.				
CERTVU Incident Response (CSP1)	-Mitigation of cybersecurity incidents and threats to Government, organizations, and civil society -APNIC Honeypot -Shadow Server sensor	100%	All reported incidents were logged and responded to in a timely manner. Technical assessments provided to affected entities. Successfully deployed APNIC Honeypot and Shadow Server sensors to enhance threat monitoring and intelligence collection.				
National Cybersecurity Awareness program	-Increase and improve cybersecurity literacy in schools and businesses. -CSIRT Awareness to private sector	100%	Conducted nationwide awareness programs targeting schools, communities, and private sector. Increased public understanding of cybersecurity risks and safe practices. Promoted establishment of CSIRT functions within private sector organizations.				
Review Cybersecurity Bundle (CSP2)	1. Develop and disseminate Cybersecurity “Nokili” Bundle: Private Sector and Communities	100%	Developed and disseminated sector-specific cybersecurity guidebooks. Conducted Train-the-Trainer sessions to enable wider outreach and sustainability of awareness programs across sectors.				






	2. Business sector cybersecurity awareness manuals.						
Cybersecurity Advisories	Deliver Cybersecurity Threats and Vulnerability notifications.	100%	Multiple cybersecurity advisories published addressing emerging threats and vulnerabilities. Dissemination channels improved to ensure timely delivery to stakeholders.				
Develop and implement yearly capacity building and training program (CSP2)	<ul style="list-style-type: none"> - PaCSON Capacity Building program - CERTVU Staff Capacity program. - APCERT DRILL - National Cybersecurity Capacity Building Program - Capacity Building for Provincial Staff 	100%	Delivered cybersecurity workshops and participated in regional cyber drills including APCERT. Conducted training for provincial staff, strengthening national cybersecurity capacity and coordination				
Multi-stake holder cybercrime incident response (CSP4)	Provide case assistance to Vanuatu Police Cybercrime unit, Prosecution, Ombudsmen office, Law firms and Woman's Centre.	100%	Provided technical support to Vanuatu Police Force and other stakeholders on cybercrime cases. Improved coordination and data analysis capabilities for cybercrime investigations				
Cybersecurity Portal (CSP2)	Develop a CERT Information sharing and awareness portal	100%	Technical design completed and initial version of the CERTVU portal developed. Portal enables				






			information sharing, reporting, and awareness dissemination.				
Develop Incident Response Standard Operating Procedure (SOP) (CSP6)	Development of the SOP: - Design and develop SOP and formalised (Generic SOP) - Standard SOP for Different Incident (SCAM, Malware attack)	100%	Developed and formalized incident response SOPs covering key scenarios including scams and malware attacks. SOPs standardized response procedures across CERTVU operations.				
CERT Vanuatu Event	- APNIC Cybersecurity bootcamp - Cyber month	100%	Successfully hosted cybersecurity awareness events and school outreach programs. Delivered cyber safety training and capacity building workshops. Logistics and coordination executed effectively.				
National Events (CSP2)	Participate in National events organised by different agencies and communities. - ICT Day - PSC Day - IDRR - OMUREP - World International Standards day	100%	Actively participated in multiple national events including ICT Day and Youth events. Delivered cybersecurity awareness sessions and engaged with diverse audiences.				








	<ul style="list-style-type: none"> Youth and Development Day <p>E-Commerce Symposium</p>						
CERTVU MONTHLY SECURITY BULLETIN (CSP2)	<ul style="list-style-type: none"> Fortnightly news letter to all constituency Regularly Update CERTVU website 	100%	Published regular cybersecurity bulletins and updated CERTVU website with latest threat information and advisories. Improved stakeholder communication and awareness.				
Data Centre and Hosting Guidelines	Set of best practices for hosting data	100%	Developed standard operating procedures and best practice guidelines for secure data hosting within Government Data Centre environments.				
Cloud Hosting Infrastructure Strategy	<ol style="list-style-type: none"> Policy Regulations 	12	Drafted cloud hosting policy and regulatory framework to support secure and scalable government cloud adoption.				
International engagement and Cybersecurity cooperation (CSP5)	<p>PaCON CISA PILON TRENDMICRO DEVELOPMENT PARTNERS APNIC (Apply for APNIC project grant – CERTVU Mobile App) CERTNZ (Short term vendor base capacity building program, and</p>	100%	Actively engaged in international cybersecurity platforms including APCERT, FIRST, and ITU. Submitted APNIC grant application and contributed to GCI reporting. Strengthening partnerships with global stakeholders.				






	engagement and coms training) ITU APCERT FIRST P4C Academia (Universities) and research institutes Participate in international events						
Cyber Security Agency	Assist Policy Team to establish cyber security agency	100%	Established inter-agency taskforce and developed Terms of Reference for feasibility study towards establishment of a national Cyber Security Agency.				
CERTVU SIM3 framework Assessment	Complete another SIM3 assessment for CERTVU		Established inter-agency taskforce and developed Terms of Reference for feasibility study towards establishment of a national Cyber Security Agency.				
Quarterly reports	CERTVU quarterly activity reports	100%	Successfully compiled and submitted Q4 report and supporting documentation, ensuring compliance with reporting requirements.				
Department: 57 Activity: 57AB MPEA Network and IP Unit							
Improve Govt. Internet bandwidth	Quality/fast internet access for all users. Additional internet links for users	50%	Additional internet capacity procured and partially deployed. Bandwidth improved for key government sites, reducing congestion during peak hours. Full rollout ongoing.		52,618,047 VT	50,321,228 VT	2,296,819 VT





Improve MPLS network (User access) Link from 1G to 10G	Quality/fast user access to DMZ and internet	80%	Core infrastructure upgraded to support 10G. Installation and configuration completed for main sites; performance improvements observed in user access speeds.				
Improve links connected to core Firewall	All physical links to core Firewall fully redundant	80%	Redundant links established between primary and secondary firewalls, improving failover capability and network resilience.				
Improve Firewall logging and reporting	Improved firewall logging Improved visibility of security events within network	80%	Secondary Forti Analyzer procured and deployed. Logging redundancy achieved and enhanced reporting dashboards implemented for better security monitoring.				
Improve (review/clean-up) firewall rules	Improve network security Better firewall rules management	90%	Comprehensive review conducted; obsolete and redundant rules removed. Policy structure streamlined, improving security posture and manageability.				
Setup SDWAN links for remote/Island Branches	Improve network availability, redundancy and security Branches include Banks, Santo, Malekula, Ambae, Tanna	80%	SDWAN deployment completed for Santo and Tanna; installations for Malekula, Ambae, and Banks in progress due to logistical constraints. Improved connectivity observed in completed sites				
Up skill IP Network Staff	Staff to attend trainings	80%	Majority of network staff attended certified training				





			programs in network security and SDWAN technologies. Capacity significantly improved.				
Improve Network Monitoring	Improved fault notification leading to fast response time	80%	PRTG monitoring system enhanced with automated Email alerts; SMS alert integration partially implemented. Response time to faults improved.				
Improve Network Connectivity to Systems Servers	Improved performance of SITA servers Improved availability of SITA servers	80%	Additional network links configured for critical servers, improving redundancy and uptime of SITA-hosted services.				
Improve backhaul links to Data Centers	Improve network link reliability and availability	80%	Backhaul link for Port Vila (A7, A1) successfully established. Design completed for Santo and Malekula; implementation pending budget allocation.				
Improve secure remote access for requested office/site/users	Improved security for remote access to vangov network Ensure requested/needed remote users have access to internal network service	80%	VPN access enhanced with 2FA for majority of users. Secure remote connectivity established for key government offices and remote users.				
Improve Design/Feasible Study on VOIP External Service	Improve VoIP services for external users	80%	Feasibility study completed and initial design developed. Pilot testing conducted with limited external extensions.				






Review/Revive Data Center Cameras	Improve Security Have DC Camera working	100%	Existing camera systems were assessed and partially restored. Additional equipment required for full coverage; procurement planned.				
Department: 57 Activity: 57AC MPEA Management Information System Unit							
Systems upgrade	All servers upgraded to Windows Server 2019 as the new standard operating environment (SOE)	100%	Majority of core servers successfully upgraded to Windows Server 2019. Legacy systems assessed and scheduled for phased migration. Improved system performance and security achieved.		53,740,943 VT	47,916,383 VT	5,824,560 VT
	File server upgrade with more storage capacity, redundancy, and security	100%	New clustered file server environment deployed with increased storage capacity, redundancy, and enhanced access control. Data migration is completed successfully.				
	Email system upgrade with more storage capacity, redundancy, and security	100%	Exchange 2019 upgrade completed with improved mailbox capacity, high availability configuration, and enhanced security features implemented				
	New servers and storage hardware installed	100%	New server and storage infrastructure installed, configured, and commissioned within the data center. Systems integrated into existing environment.				





Infrastructure Recovery	Hosting/Physical servers environment rebuilt	100%	Host servers upgraded and clustered environment strengthened to improve reliability, load balancing, and failover capability.				
	Salmon Data recovered from backups	100%	Critical Salmon data successfully restored from backup repositories with full data integrity verified.				
	Email system and mailboxes recovered	100%	All mailboxes restored and synchronized with upgraded email environment. No significant data loss recorded.				
Security hardening	Segmentation of servers implemented	100%	Network segmentation implemented across departments, reducing risk exposure and improving access control				
	2-Factor Authentication successfully implemented in all internet facing application	100%	2FA deployed across all internet-facing systems, significantly enhancing security posture and reducing unauthorized access risks.				
	Review of Security handbook	100%	Security handbook reviewed and updated not yet complete				
	Data Centre and Hosting Standards and best Practice	100%	Draft SOP and standards for data center hosting developed, including guidelines on security, redundancy, and compliance.				





Backup and Recovery	An immutable backup repository is implemented	100%	Immutable backup repository established to protect against ransomware and data tampering. Backup policies strengthened.				
	The secondary backup system is installed	100%	Secondary backup system deployed to ensure redundancy and disaster recovery capability.				
	Infrastructure/Data centre redundancy review	100%	Redundancy testing conducted; improvements implemented to ensure business continuity and failover readiness.				
Systems Management	License renewals	100%	All critical software licenses reviewed, renewed, and upgraded to maintain compliance and system support.				
	AD Management	100%	Active Directory structure optimized with delegated administrative roles assigned to departmental IT teams.				
	Email M365 Management	100%	Microsoft 365 environment actively managed with improved user administration, security policies, and monitoring.				
	Servers Management - New servers built from hardened images	100%	All new servers deployed using hardened images aligned with SOE and security standards.				
Capacity Building	Up skilling of staff	100%	Staff successfully completed key technical training, improving internal capacity in cloud services, cybersecurity				

			response, and storage systems management.				
Department: 57 Activity: 57AG MPEA Applications Development Unit							
Applications Development	On demand request for all application development successfully developed	100%	Successfully developed and deployed multiple web applications and internal systems for line agencies based on submitted requirements. Improved turnaround time and strengthened collaboration with stakeholders.		5,875,836 VT	5,603,036 VT	272,800 VT
Digital Government Implementation	Successfully developed and implement Digital Government initiative as outline in the Digital Government Roadmap	100%	Key digital government solutions initiated and partially implemented, including internal workflow automation within DCDT. Progress aligned with roadmap priorities, with continued rollout planned into 2026.				
Application server farms Implementation to meet best practices	Application server farms successfully implemented	100%	Application server infrastructure designed and implemented with improved redundancy, uptime, and performance. Best practice standards applied to ensure scalability and reliability of hosted services.				
Whole-of-Government Department Support	All government agency application and systems supported	100%	Ongoing technical support provided to all government agencies, including maintenance, troubleshooting, and deployment support. System uptime and service				








			delivery improved across supported platforms.				
Upgrade SQL database environment Cluster	Upgrade of SQL Cluster successfully implemented	100%	SQL database cluster successfully upgraded and optimized in line with updated Standard Operating Environment (SOE). Improved database performance, security, and backup reliability achieved.				
Cloud hosting for external facing application and website	Successful migration and hosting of public facing applications and websites	100%	Majority of public-facing applications and websites successfully migrated to cloud infrastructure. Enhanced accessibility, scalability, and disaster recovery capabilities achieved. Remaining migrations to continue in 2026.				
Capacity Building	Capacity building for staff successfully achieved	100%	Conducted technical training sessions and hands-on workshops for developers on modern frameworks, cloud technologies, and secure coding practices. Staff capacity significantly improved.				
Department: 57 Activity: 57AD MPEA Transmission Unit							
Maintain all microwave transmission link to be online 24x7x365, including all transmission & network equipment on tower sites	All the GBN Link are maintained & operational	100%	All GBN microwave links were continuously monitored and maintained throughout Q4. Preventive maintenance and timely fault response ensured minimal downtime, achieving near 100% network availability across all tower sites.		32,450,691 VT	30,875,283 VT	1,575,408 VT

Maintain required AC & DC power on all tower sites to be available & online 24x7x365	AC & DC power are online	100%	Continuous monitoring of AC and DC power systems was carried out. Backup systems (batteries and generators) were tested and maintained, ensuring uninterrupted power supply to all tower sites.				
Maintain safety of all transmission & network equipment located at all tower sites in good working environment conditions	All Transmission and network equipment are safe and in good working environment conditions	100%	All equipment remained in safe and optimal operating conditions. Quarterly servicing of air conditioning units in data centers was completed, ensuring proper cooling and environmental control for network equipment.				
Maintain AC power supply (Unelco / VUI) for all Data Centres equipment, including sub-data centres, in all Provincial Headquarters	AC power supply (Unelco / VUI) for all Data Centres and sub-centre equipment are online	100%	Reliable AC power supply was maintained across all data centres and sub-centres. Coordination with utility providers ensured quick resolution of any power-related issues.				
Maintenance of all fibre network links, including all Provincial Headquarters	All fibre cable networks connectivity are online	100%	Fibre network faults encountered during the quarter were promptly repaired. Network uptime remained high with minimal service disruptions across Provincial Headquarters.				
Installation of Monitoring security Camera in all Tower site	24/7 live monitoring on Tower site	100%	Installation of monitoring security cameras was completed for major tower sites, enabling 24/7 surveillance. Remaining				





			minor sites are scheduled for completion early in 2026.				
Install new fibre network connections for new Government Offices or relocated Government offices, when requested, including budget confirmation from Department concerned.	New Government Offices or relocated Government offices have new Fibre network connections	100%	Fibre installations were completed for all approved requests within Q4. Coordination with respective departments ensured timely deployment based on budget availability.				
Review to provide backup link between Lakatoro tower site & PWD Data Centre	All Government offices in Lakatoro areas are online during fibre connectivity issue between the two sites	100%	Technical survey for backup link was completed. Initial design and feasibility confirmed, with partial implementation initiated. Full deployment to continue in Q1 2026.				
Provide fibre network audit for Lakatoro / Luganville / Saratamata sites	Fibre network documentation is updated.	100%	Fibre network audits were successfully conducted for Lakatoro, Luganville, and Saratamata sites. Documentation has been updated to reflect current network configurations and improvements				
Department: 57 Activity: 57AE MPEA Policy and Compliance							
Reforming DCDT into a fully-fledged Department	Establishment of Department of Communications and Digital Transformation by law and governance structure	50%	The Department of Communications and Digital Transformation has been successfully established through an Act of Parliament. The legislation was passed by Parliament and subsequently		23,595,846 VT	22,851,879 VT	743,967 VT


			gazette, formalizing the Department's legal status and governance structure				
Launching of Data Protection and Privacy (DPP) Implementation Matrix	Incorporate Implementation Matrix in National Data Protection and Privacy Policy Handbook	100%	DPP Implementation Matrix still yet to be finalized waiting for stakeholders inputs, Awareness sessions conducted with stakeholders.				
Digital Safety Authority	Establishment of the Digital Safety Authority	90%	Draft organizational structure completed and validated. Initial funding discussions undertaken; full funding allocation pending				
Universal Service Policy (USP) and creating of Universal Service Fund (USF)	National USP Policy Launched	50%	Policy submitted to Council of Ministers. Additional clarification requested, delaying approval. Budget allocation pending.				
National ICT development Framework	1. National ICT Policy 2. Universal Access Policy 3. Cybersecurity Policy 4. National Broadband Strategy 5. National Infrastructure Sharing Policy 6. National Smart Island strategy 7. Digital Television Policy	100% 100% 50% 50% 90% 10% 20%	<ul style="list-style-type: none"> National ICT Policy and Universal Access Policy completed. Cybersecurity Policy and Broadband Strategy in advanced draft stages. Infrastructure Sharing Policy near completion. Other policies progressing slowly due to consultations. 				

	8. Broadcasting Policy 9. National Submarine Cable Policy and ACT						
DCDT Structure	Develop DCDT Structure	60%	Draft structure is still yet to be finalized. While DCDT needs to complete the recruitment on the current structure				
National Emergency Telecommunication Cluster Plan	Emergency Plan Launched and executed	90%	Final draft not yet complete need validated through stakeholder inputs on the document.				
Hosting National ICT days	Hosting National ICT Days 2025	100%	Event successfully hosted with strong participation and engagement.				
International collaboration & partnerships	Attending and hosting Internal Meetings/ Workshop/Trainings and Events	100%	Active participation in regional and international ICT forums and trainings. Partnerships strengthened				
Multi -Sector ICT collaboration	Successfully hold meetings with other stakeholders including schools, government agencies, and the public Also attend to radio awareness programs on certain Polices	100%	Engagements conducted across government, schools, and communities. Radio awareness programs delivered. Strong collaboration across ICT initiatives.				

TAG Meeting	Organised TAG meetings	100%	All TAG meetings successfully conducted with strong technical advisory outputs.				
SMART Islands Launching	Launching of SMART Island Programme for Vanuatu	90%	SMART Island Programmed successfully implement but not yet launched; implementation ongoing.				
NIDC Meeting	Organised Quarterly NIDC meetings	100%	Two NIDC meetings held as scheduled with effective coordination.				
National Broadband Steering Committee (NBSC) Meeting	Organised Schedule NBSC meetings	100%	NBSC meetings conducted, and key strategic documents developed.				
National Digital Transformation Coordination Committee (NDTCC) Meeting		100%	Meetings and awareness programs successfully delivered despite minor resource constraints.				
Establishment of DAICOM as National State Own Entity	Aligning with DCDT Reform works, to legally establish an SOE DAICOM as per COM Decision	60%	Policy paper updated for resubmission. Consultations ongoing; groundwork for establishment initiated.				
Implement a new National Cloud Hosting Policy and Procure Service Solutions	1. Have a National Cloud Service Policy in place for Vanuatu 2. Acquire Cloud Service Provider / Solution for approved classified Hosting for Vanuatu Government Solutions	100%	National Cloud Hosting Policy complete and not yet launched. Initial provider assessments completed; procurement planning ongoing.				



Department: 57 | Activity: 57AF MPEA | Helpdesk and User Support




High Quality Helpdesk Service	Research on technologies and build capacity to improve quality of technical support service with a reduction in turnaround time	All Helpdesk Staff	Mandatory helpdesk reporting system enforced across all staff. Daily monitoring of Helpdesk database implemented, resulting in improved tracking of incidents and reduced response and resolution time. Staff capacity strengthened through exposure to improved tools and practices.		9,596,200 VT	9,303,278 VT	292,922 VT
Provide quality User Support	Connect all government users	Entire government users	Continuous user support services delivered to all government ministries and departments. Improved response time and user satisfaction recorded. Majority of government users successfully supported with minimal service disruptions				
Restructuring of existing positions, roles and salary Grades for all helpdesk staff	Improve work ethics, while recognizing and appreciating Officers for task well accomplish. Thus, improving better working moral.	All helpdesk Staff	Review of helpdesk structure completed in collaboration with Finance and HRO. Proposed restructuring and salary grading adjustments submitted for approval. Improved clarity in roles and responsibilities contributing to better staff morale				
More Intense Training Cisco/CompTIA and/or Windows certified	Build up the qualification & knowledge base for all helpdesk staff	Open to all interested parties.	Several helpdesk staff enrolled in online certification programs (Cisco, CompTIA, and Microsoft). Internal knowledge-				





			sharing sessions conducted. Capacity building is ongoing with positive improvement in technical competencies.				
Active Directory, audit and clean up	Tidy up Active Directory, and release all inactive computers from the Active Directory	N/a	Active Directory audit and clean-up conducted regularly. Inactive accounts and devices removed, improving network performance and security. User and device records updated and maintained consistently.				
					409,744,218 VT	390,696,415 VT	19,047,803 VT



ACTIVITY MPDE: Special Commissions | Government Remuneration Tribunal (GRT)

Table 12: Government Remuneration Tribunal - Report Against Budget Narrative & Business Plan Activities

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2025 – Under/(Over)
Coordination of GRT Board Meetings	Number of GRT Board meetings with Meeting minutes	6	2 meetings after every two months, this is to allow for submission from Government Agencies concerning the 2024 GRT review implementation. It could be more depending with submissions received at GRT Office. GRT board has 4 meetings last year 2025		27,315,486 VT	24,616,681 VT	2,698,805 VT
Priority GRT Submission 2025 from for Foreign Service Missions review	1-Liaise with all Ministry of Foreign Affairs for submission/check	1	1.Collect ministry (MFAET) check list i)Letter requesting submissions				

	list foreign missions & health insurance 2- Follow up with GRT Non-Compliance letter for School support staff 3- Check with Provincial staff salary pay levels for the 2018 GRT implementation		ii)Corporate unit to submit iii)Consultation with Foreign mission heads (zoom meeting) Implementation and rollout were done December 2025. email confirmation from CSU MOFAET was received and all heads of missions have had their contracts reviewed to new GRT SCALES following head of mission's 11 th Heads of Mission meeting 19 th – 21 th august 2025				
Appointment of Membership to the GRT Board (representative of Private Sector)	GRT private sector Membership to GRT term lapsed in Dec 2023 so needs replacement	1	First quarter of 2025, office will provide a letter to Vanuatu Chamber of Commerce for a nomination or a re-nominate the current representative. Still to receive a nomination from VCCI. Given current member terms have lapsed				
Job Market Survey	Liaise with Strategic Pay if any survey will be contact with Vanuatu domestic market	1	Correspond with salary surveyor to be part of the salary survey.				
Check List Submission from for Foreign Service Missions review	Liaise with all Ministry of Foreign Affairs for	1	Collect ministry (MFAET) check list				






	submission/check list		Collect all legislative amendments concerning Foreign Missions Act. i)Letter requesting submissions ii)Corporate unit to submit ii)Consultation with Foreign mission heads (zoom meeting) • Checklist collect determination for head of mission effective as of 2025				
Department organisation structure review	Review the GRT organisation structure to capture the 2024 review determinations	1	Review the current structure Submit the structure to OPSC for approval.				
Department Job Description review	Review all JDs to reflect the 2024 determinations scales and standards	1	Review the current JD's Submit the JD's to OPSC for approval				
Department Recruitment to new organisation structure	Recruit positions budgeted for those and request budget for positions without budget	1 Remuneration Manager 1 Senior Remuneration Officer 1 Officer Administrator	-Budget for positions -Seek financial Visa -Advertise position of Office Administrator -Readvertise 2X Remuneration officer -Short list -Interview -recruit				
Relocation office space for GRT	Find Office Space for GRT office	1	Possible relocation office is former Air Vanuatu catering				






			<p>office (Opposite National Parliament)</p> <ul style="list-style-type: none"> - Clean office area - Move Desk to location - Move PC and Files to location <p>Erect partition walls if needed.</p>				
Implementation of Remuneration of Government Structures	Number of Government structures remunerated	100%	<p>Placement from old salary to new propose</p> <p>Actual Implementation</p> <ul style="list-style-type: none"> • NUV ancillary support staff • All restructure analysis paper for submitting ministries, as cross examined by ODU and GRT on structures 				
2024 Determination Training and Awareness plan.	<p>Run awareness & training workshop of the NEW 2024 Determination for</p> <ul style="list-style-type: none"> - OPSC - TSC - Police Service - JSC - Public sector 	6	<p>Run the Corporate GRT 2024 Awareness and Training</p> <ul style="list-style-type: none"> - Request budget for the awareness program, letter has already been sent last year 2024 to request funding support to DG MFEM office, GRT office to follow-up - Plan the awareness program across all ministries and Provinces. 				




			- Print all documents for the awareness program				
					27,315,486 VT	24,616,681 VT	2,698,805 VT






ACTIVITY CKA: Citizenship Commission | Citizenship Office & Commission (COC)






Table 13: Citizenship Office and Commission - Report Against Budget Narrative & Business Plan Activities






Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2025 – Under/(Over)
To manage Commission services, providing coordination of the citizenship office portfolios under the Ministry of Prime Minister Office	Number of Meeting held	24	<ul style="list-style-type: none"> Coordinate Consultation review with stake holders or Gov. Agencies 		76,999,348	77,286,665	(287,317)
	Number of briefings with Prime Minister	2	<ul style="list-style-type: none"> Schedule monthly meetings with Prime Minister Check, follow up on action items Produce meeting minutes which include records of discussion, and implementation of action items. 				
	Number of meetings with the Commission members	24	<ul style="list-style-type: none"> Attend meetings with stakeholders and follow up on items discussed Ensure meetings schedule are inform by the Agents Number of Approved the application 				
To provide support for the effective administration, budget expenditure support of Commission Office.	Copy of briefing notes to the Prime Minister	10	<ul style="list-style-type: none"> Liaise and work with Commission on any financial matters for commission 				
			<ul style="list-style-type: none"> Provide briefing on Budget before presentation to MBC 				





Contribute to legislation, policy, planning & reporting frameworks so that In Commission of the state are handled in a professional, consultative manner by all parties.	Number of policy papers drafted	2	<ul style="list-style-type: none"> • 4.1.1.1 Provide legal advice to Minister • 4.1.1.2 Review of Commissions legislations • 4.1.1.3 Commission policy papers drafted, discussed, and approved for COM consideration • 4.1.1.4 Drafting instructions to SLO & Liaise for the drafting of the bills 				
Administration and Support Unit							
To provide leadership direction, administration, coordination and support services in the citizenship office , including coordination in responding to natural disaster	Number of Meeting minutes	12	<ul style="list-style-type: none"> • Conduct regular meeting staff 				
	Number of Executive Meeting meetings attended	5	<ul style="list-style-type: none"> • Attend Executive meeting with appropriate Papers, draft Policy Paper • Develop and undertake ongoing review of standard operating procedures for Citizenship Commission. 				
	Number of Instructions issued	1	<ul style="list-style-type: none"> • Prepare agenda • Communicate meeting logistics • Conduct meeting Action resolution. • Prepare meeting minutes and reports for meeting. 				
	Number of Meeting with Staff	12	<ul style="list-style-type: none"> • Conduct Meeting With staff provincial staffs 				

<p>Provide support services (Admin/Security/Cleanliness of the compound)</p>		<p>100 %</p>	<ul style="list-style-type: none"> • Provide ongoing professional Administration services (Calls, Emails, customer services, Received emails & Dispatch) • Provide assistance and support to new Interns on administration matters • Maintain Commission office as a neat and tidy environment 				
			<ul style="list-style-type: none"> • Maintain Utensil & Stationaries supply stock at all time • Provide general support services for the proper functioning of the admin operations • Provide driving support as needed by the officers • Develop a daily /weekly running schedule to meet high demand of daily running • Dispatch of mails in government ministries, departments and NGO's • Quotation's enquiry in all hardware's for Commission 				
<p>Compliance & Evaluation Unit</p>							
<p>Objective 2. To provide M&E reports as per GOV planning and reporting cycle to promote accountability, transparency and compliance.</p>	<p>Percentage of compliance to approval of clients in a commission meeting</p>	<p>100 %</p>	<ul style="list-style-type: none"> • Ensure all Files submit are meeting the requirement under the Act & regulation • Ensure all data are comply into the database system and makes sure that all are recorder and are submits to commission for approval • Review agencies reports and Business plan, and compile. 				

			<ul style="list-style-type: none"> Facilitate reports for validation and printing purposes Dissemination to Parliament, OPSC and our stakeholders Conduct Refresher training on Reporting guidelines. 				
	Enhance monitoring ability and provide timely decision making at highest level		<ul style="list-style-type: none"> Work in collaboration with Database system administrator and partnership in facilitating a binding agreement for this program with 				
			<ul style="list-style-type: none"> Deliver a workshop for all Agents to identify what they need from the dashboard (Key information) 				
			<ul style="list-style-type: none"> Collaborate with Agents to identify Clients from Agents for application meet requirement 				
			<ul style="list-style-type: none"> Provide skills capacity training for Staff on how to use this tool efficiently to support their work program 				
Finance Unit							
To undertake prudent financial, infrastructure and assets management of the Ministry's resources with 100% compliance to the PFEM & CTB Acts	Copies of financial advice and report for the citizenship Office	4	<ul style="list-style-type: none"> Control and Management of accounting management Management of activities under CIIP if the fund are Assist in providing Internal Audit report Provide annual financial statement of Provide support/ advise on financial matter for annual report Management of Warrant release 				

			<ul style="list-style-type: none"> • Ensure robust Investment are in place 				
	Number of financial reports produced	4	<ul style="list-style-type: none"> • Provide monthly and quarterly reports on revenue, forecast, analysis and expenditure control to SG 				
	Progress of budget development and submission	100 %	<ul style="list-style-type: none"> • Meet with Departmental Heads, Finance officers and Expenditure analyst to develop Commission budget. • 2025 Budget submission and NPP 				
	Registration of assets	100 %	<ul style="list-style-type: none"> • Liaise with offices on asset management. • Management of disposal of Asset (work in collaboration with the Department of Finance/Fleet Unit • Assets Register up to date & compliant with PFEM & CTB Acts 				
	Number of approved guidelines	2	<ul style="list-style-type: none"> • Finalize Financial & Procurement Guideline 				
Provide M & E reports to SG on legislation drafting & approvals, policy & planning implementation	Number of legislations, policy reports produced	1	<ul style="list-style-type: none"> • Development of Drafting review & regulation orders • Provide advice to line department on the review of any legislation or any related matters • Assist compliance committee on any disciplinary matters upon request • Provide reports on legislation drafting & approvals, policy & planning implementation 				

Human Resource Unit							
Undertake Human Resources Management for the Citizenship Office to progress restructures to ensure staffing, and capacity building for effective and professional service delivery	Coordinate and provide support for Citizenship Commission	3	<ul style="list-style-type: none"> Conduct analysis of department structure to assess their effectiveness in meeting the strategic objective. Analyze departmental roles, Responsibilities, and reporting lines. 				
	Coordinate recruitment within Citizenship Office	50%	<ul style="list-style-type: none"> Work in collaboration with SG to identify key vacant budget position for 2026 Develop a 2026 recruitment plan Conduct job analysis and review JDs for vacant positions. Liaise with dept finance for confirmation of FV 				
			<ul style="list-style-type: none"> Facilitate recruitment and selection process Overseeing panel documents Prepare recruitment submission to OPSC 				
			<ul style="list-style-type: none"> Work in collaboration with VIPAM to provide induction for Citizenship Commission staff recruited in 2026 				
	Coordinate SEO and employee Performance Management		<ul style="list-style-type: none"> Facilitate performance appraisal for all staff Ensure all Staff PAs submitted Section A, B C and their respective staffs. 				

	Coordinate training and development for staff	50%	<ul style="list-style-type: none"> • Conduct one to one training need analysis department within citizenship office • Develop skills gap audit and provide a report on the TNA conducted. 				
	Liaise with Developer to Develop a Database system for Data Officer and process to the final product for Printing of certificate		<ul style="list-style-type: none"> • Coordinate with the developer to design and implement the database tailored to organizational needs. • Draft a TOR for the developer • Launch the database 				
	coordinate Disciplinary process		<ul style="list-style-type: none"> • Develop an internal disciplinary management system. 				
	Coordinate of Citizenship Office employees' salaries, allowances and severance pay	40% - 100%	<ul style="list-style-type: none"> • Draft severance calculation for retired, resigned, and medically ill officers. • Liaise with Senior Finance & admin officers to process salary and allowance for permanent officers, casual and contracts staffs to PSC for approval and Finance for payment • Implement of GRT determination by process changes to finance for payment • Identify and Address GRT anomalies • Review JDs to align with GRT determination 				

	76,999,348	77,286,665	(287,317)
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ACTIVITY MPI: Vanuatu Projects Management Unit (VPMU)

Table 14: Vanuatu Projects Management Unit - Report Against Budget Narrative & Business Plan Activities

The following table describes the VPMU key milestone achievement in the reporting year to visually showcase the significant accomplishments and progress towards the Key activities, outputs and the core objectives outlined in the 2025 Budget Narrative & Business plan.

<i>VPMU sections</i>	<i>2025 Business plan Key activities & Targets</i>	<i>Targets</i>	<i>Progress and Key achievements (Jan – December 2025)</i>	<i>Progress by % by end 2025</i>	<i>Key challenges encountered in 2025</i>
1. Program Management	Output 1: To oversight and manage the project and contracts management activities to ensure timely and cost-effective implementation of projects.				
	1.1 Steering Committee	12	<ul style="list-style-type: none"> #8 SC meetings convene with all actions completed #12TA Meetings completed More than # 12 meetings convene for different projects Budget completed a submission to MBC #4 staff appraisals completed for end of contracts, Most activities completed 	<ul style="list-style-type: none"> 66% 	The earthquake recovery has delayed most of the work progress
	1.2 Project progress Meetings			<ul style="list-style-type: none"> 100% 	
	1.3 Project Consultation Meetings			<ul style="list-style-type: none"> 100% 	
	1.4 Technical Advisory Meetings	12		<ul style="list-style-type: none"> 100% 	
	1.5 Weekly Site Meetings			<ul style="list-style-type: none"> 100% 	
	1.6 Contract Management Plan			<ul style="list-style-type: none"> 100% 	
	1.7 Compliance with project covenant			<ul style="list-style-type: none"> 100% 	
	1.8 Budget Preparation	1		<ul style="list-style-type: none"> 100% 	
	1.9 Conduct staff appraisals /Performance	4		<ul style="list-style-type: none"> 100% 	
	1.10 Provide General oversight on 2025 BP activities	1		<ul style="list-style-type: none"> 70% 	
2. Project Management	Output 2: oversees the implementation of major projects by effective and efficient project management and oversight of contracts administered by VPMU.				
	2.1 Obtain copies of all current contracts and file	9	<ul style="list-style-type: none"> Complete, current in server Mostly complete, Regularly report on monthly basis VISSP, NAVAIDS, SCHJ, SHP provided 	<ul style="list-style-type: none"> 100% 	
	2.2 Update Contract Data Sheet (Reviewed after 6 months)	9		<ul style="list-style-type: none"> 80% 	
	2.3 Monthly Update Report	10		<ul style="list-style-type: none"> 100% 	
	2.4 Fortnightly Update Reports	20		<ul style="list-style-type: none"> 100% 	
	2.5 Hold Fortnightly Meetings with Consultants to validate progress	20		<ul style="list-style-type: none"> 90% 	
		9			

2.6 Develop Risk Management Matrix for all consultancy contracts	1	• Risk identified for almost all projects (SCHJ, VISSP, NAVAIDS)	• 100%	
2.7 Inform Director of potential issues in Weekly Reports.	10	• Ongoing update with Director	• 50%	
2.8 Monthly Check on compliance to Vanuatu Laws	10	• All relevant laws listed for SCHJ.	• 100%	
2.9 Monthly Check on compliance to Safeguard Policies	5	• Done for VISSP and Navaids	• 100%	
2.10 Attend Contractual Meetings	5	• Weekly Meetings with SCHJ Architect. Meetings with NAVAIDS Consultant. Site Visit to VISSP on weekly basis.	• 20%	
	1	• Travel banned by PSC only VISSP.	• 80%	
2.11 Attend Site Visits when required	1	• ER made known to VEAP, SCHJ and VISSP, NAVAIDS. Still to complete SARAKATA,	• 100%	
2.12 Ensure all Employers requirements in all contracts are well understood	9	• Ongoing meetings with contractors' reps regularly when required.	• 100%	
2.13 Attend Monthly Meetings and Provide Meeting Minutes	10	• Meetings held with Director VPMU to discuss various Project Issues.	• 100%	
2.14 Provide Monthly update reports to Management	10	• Meetings with Team to discuss onboarding of other projects into VPMU	• 100%	
2.15 Monthly Management Meetings	5	• Consultation with Agencies ongoing for MIPU (PWD, PHD), MFEM (DOFT), MOLNR, MOIA (VPF)		
2.16 National Outreach and Consultations				
Total Project Management Budget:	793,006,663	Acral expenditure:	389,704,278 VT	Balance on 31st/12/25
				403,302,385VT

3. Finance and Administration support	Output 3: To provide an effective administration & Management support internal and externally, and to ensure efficient management of Gov funds within the Unit				
3.1 Admin support	3.1.1 Reception of incoming mails 3.1.2 Registry of LPOs 3.1.3 Attend to all incoming calls/outgoing 3.1.4 Manage all stationaries and kitchen supplies/toiletries 3.1.5 Delivery of LPOs & Cheques 3.1.6 Collections of fuel quotes & Items ordered 3.1.7 Manage office space for new staffing 3.1.8 Cleaning of office space 3.1.9 Manage of booking of conference room 3.1.10 Execution of secretarial duties 3.1.11 Management and Schedule director 'meetings 3.1.12 Duty exemption Applications 3.1.13 Management of Vehicles 3.1.14 Maintain E-filling and hard copies 3.1.15 Coordinate Review Missions 3.1.16 High level briefings and dialogue	70 200 100 4 4 4 1 1 12 1 1 1 4	<ul style="list-style-type: none"> # 50 mails received #259 Registered LPOs & 148 ADB withdrawal applications. 6 orders completed (Shopping, toiletries and stationaries) 2 office space allocated Ongoing Total of 27 Duty exemption (SHP, VEAP, COVID19-) Final year inspection completed Completed Completed 	<ul style="list-style-type: none"> Completed Completed Completed 100% 100% 100% 100% 100% 100% 100% 	<ul style="list-style-type: none"> Delays as most offices were still operating temporarily.
3.2 Executive Secretary	3.2.1 Reception of Visa application 3.2.2 Preparation of Visas Application 3.2.3 Submission of Visas application to foreign Affairs for Approval 3.2.4 Follow up on Visas Application with Immigration 3.2.5 Notification of Approval Letter to the clients 3.2.6 Management, maintain record and monitoring of Visas 3.2.7 Assume the role of secretariat for all Steering Committee Convocations, including the	50 12	<ul style="list-style-type: none"> The VPMU has received a total of 13 visa's application which was all approved and Notified to the clients. Total of #8 SC meetings held with all meetings 	<ul style="list-style-type: none"> 26% 66% 	<ul style="list-style-type: none"> Visa number depends on demand. SC meetings depend on SC members

	recording and circulation of minutes reminders for actions items require execution.		completed and disseminated		availability and the quorum.
3.3 Finance Team	3.3.1 Budget Preparation	1	• Completed	• 100%	
	3.3.2 Management of Budget	1	• Completed	• 100%	
	3.3.3 Management of SOE	50	• Completed	• 100%	
	3.3.4 Ledger Reconciliation	12	• Mostly completed	• 80%	
	3.3.5 Debt reconciliation	12	• Completed	• 100%	
	3.3.6 Standing Imprest Reconciliation	2	• Completed	• 100%	
	3.3.7 Accountable Imprest (Reconciliation)	4	• Mostly completed	• 80%	
	3.3.8 End of year Closure Activities	1	• Completed	• 100%	
	3.3.9 Review of Claims	12	• Completed	• 100%	
	3.3.10 Responsible to the External Auditor	1	• Completed	• 100%	
	3.3.11 Responsible to Online Payment systems	1	• Completed	• 100%	
	3.3.12 Responsible to Government stakeholders	1	• Completed	• 100%	
	3.3.13 Assist in the management of the accountable funds	1	• Completed	• 100%	
	3.3.14 Participants at various Institution trainings on relevant area project/Finance and auditing field	1	• Completed	• 100%	
	3.3.15 Admin support	4	• Completed	• 100%	
Total Finance Budget:	50,838,538VUV	Acral expenditure:	46,923,026 VT	Balance on 31st/12/25	3,915,512 VT
4. Communications and Public Relations	Output 4: Provide and maintain high level reporting on the execution of development projects progress & provide communication highlights on the website				
	4.1 Monthly Column (Progress updates in colour pages of DP)	12	• # of 10 columns completed	• 80%	
	4.2 Advertisement (Full page black and white)	5		• 100%	
	4.3 Advertisement (1/2 page)	5		• 100%	
	4.4 Daily post subscription (Regular copies of DP full year's subscription)	260	• The contract ran until end of the year	• 20%	• Short Videos are very costly.
	4.5 Short Video Productions	6	• # 1 video for south Paray wharf almost complete	• 100%	
	4.6 Groundbreaking ceremony	1	• Completed for SHP	• 100%	
	4.7 Official opening - South Paray	1	• Will be open in 2025	• 100%	
	4.8 Commissioning NAVAIDS	1	• Completed September	• 0%	• The developer of the website is not in the country, which makes it
	4.9 Regular Maintenance of Website	1	• Outstanding	• 100%	
	4.10 VPMU official Uniform	12	• Done	• 100%	
		2			

	4.11 Regular monthly top-up VPMU update/social media (Internet) 4.11 Outer Island travel 4.12 Radio spot 30 Minute pre-recorded slot	4	<ul style="list-style-type: none"> • None • Yes, done regularly 	<ul style="list-style-type: none"> • 0% • 100% 	difficult to build and update the website due to restriction measures.
Total Comms Budget	2,350,000 vuv	Acral expenditure:	1,113,199 VT	Balance on 31st/12/25	1,236,801VT
5. Environment, social safeguards & Compliance	Output 5: To ensure social safeguards, and environmental issues are well incorporated and implemented				
	VEAP (LOT1)				
	1.2.1 CAC Meetings Lot 1	4	<ul style="list-style-type: none"> • #3 CAC meetings and 1 General Awareness in 10 communities. 	<ul style="list-style-type: none"> • 100% 	<ul style="list-style-type: none"> • #2 ADB mission.
	Community Consultations/ Awareness	1			
	2.1.1 Complete meeting minutes (Lot 1)	4	<ul style="list-style-type: none"> • Report submitted to ADB for review 	<ul style="list-style-type: none"> • 80% 	<ul style="list-style-type: none"> • In progress
	2.1.2 Quarterly progress report	4			
	2.1.3 Safeguards Semi - Annual Monitoring report	1	<ul style="list-style-type: none"> • SSMR completed x2 	<ul style="list-style-type: none"> • 100% 	
	2.1.4 Compensation report (Lot 2)	1	<ul style="list-style-type: none"> • Submitted, to ABD final review done 	<ul style="list-style-type: none"> • 80% 	
	VISSP				
	1.2.1 CLC meetings	4	<ul style="list-style-type: none"> • # 1 CLC meeting completed and x2 Land owners meeting completed 	<ul style="list-style-type: none"> • 70% 	
	1.2.2 South Paray Environment Audit	2			
	1.2.2 Water Quality test	2	<ul style="list-style-type: none"> • Two final audits completed 	<ul style="list-style-type: none"> • 100% 	
	2.1.1 Complete CLC meeting minutes	3	<ul style="list-style-type: none"> • 2 water quality tests completed 	<ul style="list-style-type: none"> • 50% 	
	2.1.2 Safeguards Semi - Annual Monitoring report	1	<ul style="list-style-type: none"> • Final one completed 	<ul style="list-style-type: none"> • 100% 	
	HALL OF JUSTICE				
1.2.1 Assist Director with Stakeholder Consultations	1	<ul style="list-style-type: none"> • No activities done 	<ul style="list-style-type: none"> • 0% 	<ul style="list-style-type: none"> • Hall of justice project was still under design review 	
1.2.2 To ensure permits are in place before construction commences.	4		<ul style="list-style-type: none"> • 100% 		
SARAKATA HYDRO PROJECT					
1.2.1 CAC Meetings	4	<ul style="list-style-type: none"> • 4 CAC meeting completed 	<ul style="list-style-type: none"> • 80% 	<ul style="list-style-type: none"> • QPR 4 to be completed in 2026 first quarter. 	
1.2.1 Water quality test	4	<ul style="list-style-type: none"> • 4 tests completed 	<ul style="list-style-type: none"> • 100% 		
2.1.1 Quarterly progress report	4	<ul style="list-style-type: none"> • 3 QPR reports completed 			

	2.1.2 CAC meetings minute report LUGANVILLE URBAIN WATER SUPPLY and SANITATION RESILIENT PROJECT	4 4 4 4 4 2	<ul style="list-style-type: none"> 4 meeting report completed 		<ul style="list-style-type: none"> The LUWSSRP not yet started awaiting ABD process to be completed
	1.2.1 CAC Meetings	4			
	1.2.2 Environment Audits	4	<ul style="list-style-type: none"> Not yet started 		
	1.2.3 Assist with Stakeholder Consultations	2	<ul style="list-style-type: none"> Noted yet started 		
	2.1.1 Complete CAC Meeting minutes		<ul style="list-style-type: none"> Commence in July 2026 		
	2.1. Environment Audit Reports		<ul style="list-style-type: none"> No activity done 		
	2.1.2 Safeguards Semi - Annual Monitoring report				
Total Safeguards Budget	6,413,760VUV	Acral expenditure:	4,035,527 VT	Balance on 31st/12/25	2,378,233 VT
6. Monitoring & Evaluation	Output 6: To establish and maintain performance standards on all responsibilities and obligations of the GOV for efficient and effective execution of the project activities				
	6.2.1 Develop M&E framework	1	<ul style="list-style-type: none"> 2025 BP Developed 	<ul style="list-style-type: none"> 100% 	<ul style="list-style-type: none"> Monthly progress update was not completed due to the 7.4 earthquake last December.
	6.2.2 Conduct Monthly progress update	12	<ul style="list-style-type: none"> #8 monthly progress update provided 	<ul style="list-style-type: none"> 60% 	
	6.2.4 Conduct staffs Performance Appraisals	10	<ul style="list-style-type: none"> 4 staffs PA completed for end of 3 years contract. 1 staff contract negotiation still ongoing 	<ul style="list-style-type: none"> 40% 	
	6.2.6 Coordinate Quarterly update report	4	<ul style="list-style-type: none"> 3 quarterly Meetings successfully completed 	<ul style="list-style-type: none"> 75% 	
	6.2.7 Conduct Mid-term review of 4 workplan	1	<ul style="list-style-type: none"> #1 MTR meeting completed 	<ul style="list-style-type: none"> 100% 	
	6.2.8 Provide Annual reports against 2024 workplan	1	<ul style="list-style-type: none"> Annual report in completed printing and dissemination done 	<ul style="list-style-type: none"> 100% 	
	1.2.9 Steering Committee Performance	12	<ul style="list-style-type: none"> 8 meetings held in 2025 out of 12 as planned 	<ul style="list-style-type: none"> 60% 	
	6.2.10 Monitoring field Visits	2	<ul style="list-style-type: none"> # 2 monitoring visits completed for NAVAIDS 	<ul style="list-style-type: none"> 100% 	
	6.2.11 Evaluation of complete projects	2	<ul style="list-style-type: none"> Evaluation questions under review 	<ul style="list-style-type: none"> 50% 	
	6.2.12 Produce half yearly report	1	<ul style="list-style-type: none"> Reports provided 	<ul style="list-style-type: none"> 100% 	
	6.2.13 Ensure all activities for 2024 is completed	1	<ul style="list-style-type: none"> All final progress update provided by all sections 	<ul style="list-style-type: none"> 50% 	

2. Policy Development

From January to December 2025, the following policies and strategic frameworks were approved and endorsed by the DCO, COM, NSC and GRT Board, and few were launched by the Hon. Prime Minister:

- i) 2025 Government (Budget) Policy Priorities
- ii) Private Partnership Program (PPP) Policy
- iii) National Planning Framework
- iv) DCO/COM Standard Operating Procedure
- v) Vanuatu National Critical Infrastructure Framework
- vi) National Digital Government Masterplan
- vii) Vanuatu Incident Response Communication Framework SOP
- viii) Data Protection and Privacy Implementation Matrix
- ix) ODA Procedures Manual (“Volume III”)
- x) Job Evaluation Manual
- xi) Policy Development and Analysis Guidelines
- xii) Cloud Hosting Infrastructure Road Map

There were some policy documents being developed by the departments/agencies under the Ministry. Relevant activities had been undertaken to progress developments of these following policy documents under the Ministry of the Prime Minister (MPM):

- i) Government Machinery Reform
- ii) Vanuatu National Security Foreign Engagement Strategy
- iii) Monitoring, Evaluation and Policy Audit Guidelines
- iv) NDRF Implementation Plan
- v) National ICT Policy (review) | National Universal Service Policy
- vi) Cyber Security Policy (review) | Standard ICT Operating Procedure (SOP)
- vii) Cloud Hosting Infrastructure Strategy
- viii) Data Centre and Hosting Guideline
- ix) National ICT Strategy
- x) National Emergency Telecommunication Cluster Plan

The development of these policy documents is still ongoing and progressing well. It is anticipated that the policy documents will be reviewed by December 2025.

3. Portfolio Legislative Framework

In 2024 and during the 14th Legislature, several portfolio legislations were tabled by the Hon. Prime Minister in Parliament. Some were debated and passed by parliament, while few were in progress and are in discussion. The portfolio legislations included:

1. Citizenship (Amendment) Act No. 2025 (**Passed**)
2. Constitution (Ninth) (Amendment) Act No. of 2025 (**Passed**)
3. Digital Transformation Act No. 2025 (Passed)
4. Harmful Digital Communications No. of 2025 (Passed)

5. National Security (Amendment) Act No. of 2025 (Passed)
6. Public Service (Amendment) Act No. of 2025 (Passed)
7. Government (Amendment) Act No. of 2025 (Passed)
8. Government Remuneration Tribunal (Amendment) Act No. of 2025 (in progress)
9. Anti-Money Laundering and Counter – Terrorism Financing (Amendment) Act No. 2025 (in progress)
10. Protocol amendment Marrakesh Agreement to include Related Aspects of intellectual Property Rights (Ratification) Act No. 2025 (in progress)

During the 2025 financial year, the Ministry of the Prime Minister continued to oversee and advance its portfolio legislative agenda, building on the outcomes of the 14th Legislature in 2024. These legislative frameworks play a critical role in strengthening governance systems, enhancing institutional effectiveness, and supporting national development priorities.

In 2024, several key legislations under the Prime Minister’s portfolio were tabled in Parliament. While a number of these were successfully enacted, others were deferred or withdrawn for further review. In 2025, efforts focused on the implementation, operationalization, and, where necessary, review of these legislative instruments to ensure their effectiveness and alignment with evolving national priorities.

Key portfolio legislations include:

- **Citizenship (Amendment) Act No. [2024] (Enacted):**
Following its passage in 2024, implementation continued in 2025 with emphasis on strengthening regulatory oversight, improving transparency, and enhancing administrative processes within the Citizenship Office.
- **Public Service Commission (Amendment) Bill [2024] (Withdrawn):**
The Bill remained under review in 2025, with further consultations undertaken to ensure alignment with broader public sector reforms and institutional strengthening priorities.
- **Statute Law (Miscellaneous Provisions) Act No. [2024] (Enacted):**
This Act continued to support the harmonization and updating of various legislative provisions across Government, contributing to improved legal consistency and clarity.
- **Data Protection and Privacy Act No. [2023] (Enacted):**
In 2025, efforts focused on initial implementation, including awareness, institutional arrangements, and gradual compliance by Government agencies in safeguarding personal data.
- **Digital Safety Authority Act No. [2023] (Enacted):**
Progress in 2025 included foundational work towards the establishment and operationalization of the Digital Safety Authority, aimed at strengthening oversight of digital platforms and online safety.
- **Harmful Digital Communications Act No. [2023] (Enacted):**
Implementation efforts continued in 2025, with increasing public awareness and initial enforcement measures to address harmful online behavior and promote responsible digital engagement.
- **Disaster Recovery and Resilience Act No. [2023] (Enacted):**
This legislation gained increased relevance in 2025 as the Government strengthened its recovery and resilience frameworks following the December 2024 earthquake. Efforts focused on coordination mechanisms, policy alignment, and institutional readiness for disaster response and recovery.

Overall, the 2025 period emphasized the transition from legislative development to implementation and institutional strengthening. While progress has been made, continued efforts are required to ensure full operationalization, adequate resourcing, and effective enforcement of these legislative frameworks.

The Ministry remains committed to advancing its legislative agenda to support good governance, digital transformation, public sector reform, and national resilience.

4. Conventions

In 2025, progress during the year was influenced by the post-political transition period following the dissolution of Parliament in November 2024. As a result, some planned follow-up actions and engagements experienced delays while Government priorities were being realigned. Notwithstanding this, engagements between both Governments have continued at the technical and diplomatic levels.

In addition, the Ministry of the Prime Minister (MPM) and its respective departments continued to maintain and strengthen partnerships with key stakeholders and programme implementation partners throughout 2025. These include both ongoing and existing partnership arrangements, such as:

- Partnership Agreement between the Government of Vanuatu, represented by the Ministry of the Prime Minister, and the Vanuatu Christian Council (VCC), signed on 21 July 2021 and scheduled to conclude in December 2025;
- Partnership Agreement between the Language Services Department and the Bible Society, signed in December 2021 (ongoing);
- Partnership Agreement between the Language Services Department and the National Parliament of Vanuatu, signed in December 2022 (ongoing).

These partnerships continue to play an important role in supporting Government priorities and service delivery across key areas under the Ministry.

5. Challenges

The year 2025 continued to present a number of challenges for the Ministry of the Prime Minister (MPM), and the whole government sector. While progress was made in several priority areas, these challenges affected the smooth implementation and timely delivery of planned activities across the Ministry. Key challenges encountered by departments and agencies under MPM includes:

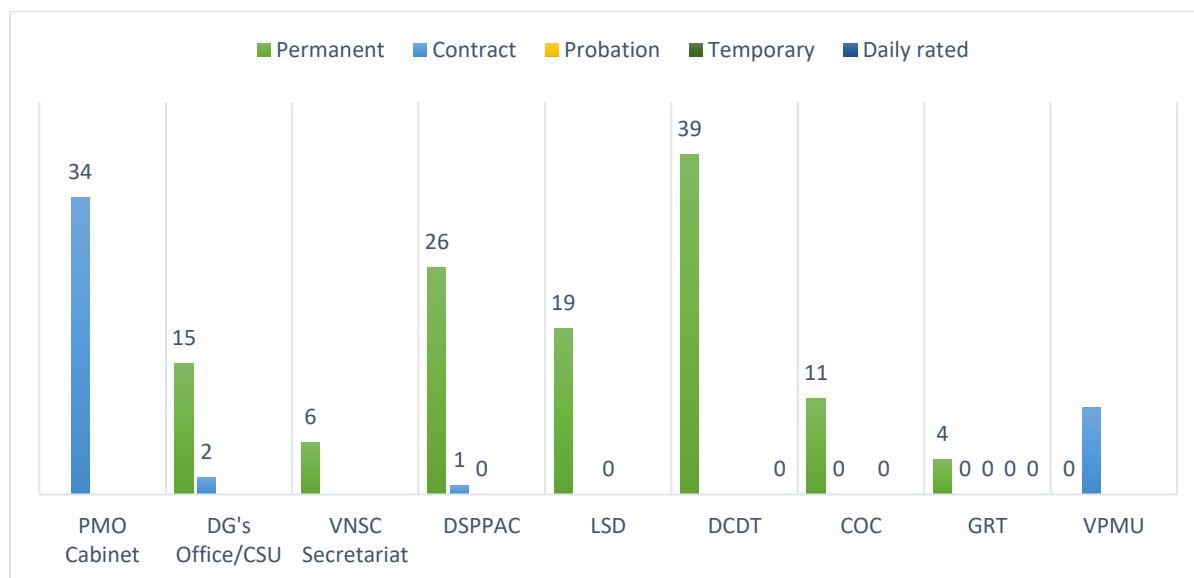
- **Post-political transition adjustments** – Following the political developments and Government changes in late 2024, 2025 involved a period of transition and realignment of priorities, which affected continuity and the pace of implementation of some programmes and policy directions.
- **Weather-related disruptions** – Periods of heavy rainfall, strong winds, and seasonal weather conditions continued to disrupt operations and delay implementation of planned activities in some sectors.

- **Unplanned and ad hoc priorities** – A number of urgent and emerging tasks required immediate attention throughout the year, often diverting resources away from planned activities and impacting coordination.
- **Communication gaps** – There remains a need to strengthen internal communication and information flow across all levels of the Ministry to improve coordination and decision-making.
- **Weak coordination and planning** – Limited proactive planning, budgeting alignment, and inter-agency collaboration continue to affect effective service delivery.
- **Budget and financial constraints** – Financial limitations, along with delays in fund processing and payment procedures, impacted the timely execution of activities.
- **Reallocation of resources** – In some instances, funds initially allocated for planned activities were redirected to address emerging priorities and urgent needs.
- **ICT capacity limitations** – There is an ongoing shortage of technical expertise in key ICT areas, coupled with the high cost of infrastructure, systems, and digital services.
- **Office space constraints** – Limited office space continues to affect staff accommodation and operational efficiency.
- **Human resource constraints** – Increasing workload demands, coupled with limited staffing, have placed pressure on timely delivery of outputs.
- **Work discipline and performance management** – Strengthening staff discipline, work ethics, and performance monitoring remains a priority for improved productivity.
- **Staff attendance and leave management** – Ensuring fairness, consistency, and accountability in managing staff attendance and absences continues to be a challenge.
- **Ongoing disaster recovery efforts** – The impacts of the 17 December 2024 earthquake continued into 2025, with ongoing recovery and rehabilitation efforts requiring attention and resources, thereby affecting the implementation of planned programmes.

Human Resources Management

The information below were collated from a recent stocktake of human resource information shared by the Finance and Administration Officers of the ministry. It depicts the human resource information of the Ministry of Prime Minister as of 31 December 2025.

Figure 2: Number of MPM Staff by Department and Employment Status, 2025



While most of the MPM staff were in Port Vila, there were six Officers from the Office of the Government Chief Information Officer that were in the provinces of SANMA (3), TAFEA (1), TORBA (1), PENAMA (1) and MALAMPA (1). Figure 3 below illustrates MPM staff's geographical distribution/location by province.

Figure 3: Geographical location of MPM Officers by Department and Provinces, 2025

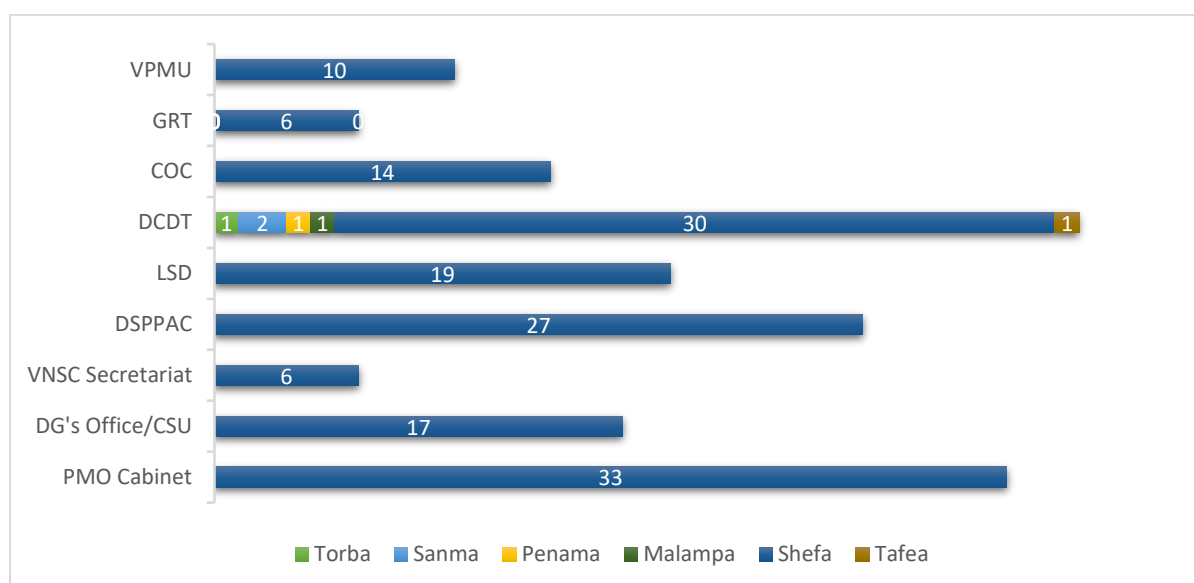
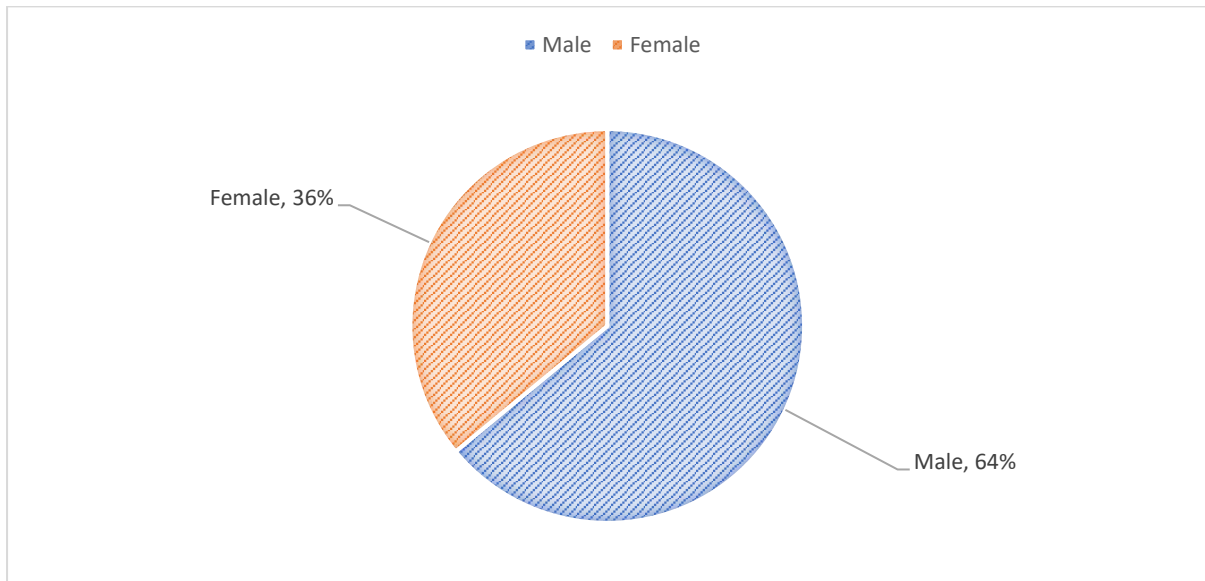


Figure 4: Proportion of MPM Staff by Gender, 2025



There is a slight change in the proportion of male and female staff in 2025, compared to 2024 (33%). In 2025, the proportion of females increased by 5% indicating an increase in the number of female staff recruited to take. The opposite is true for the male proportion of MPM staff. In 2025, there was 4% decrease compared to 2024.

Figure 5: Proportion of MPM Staff by Official Language Proficiency, 2025

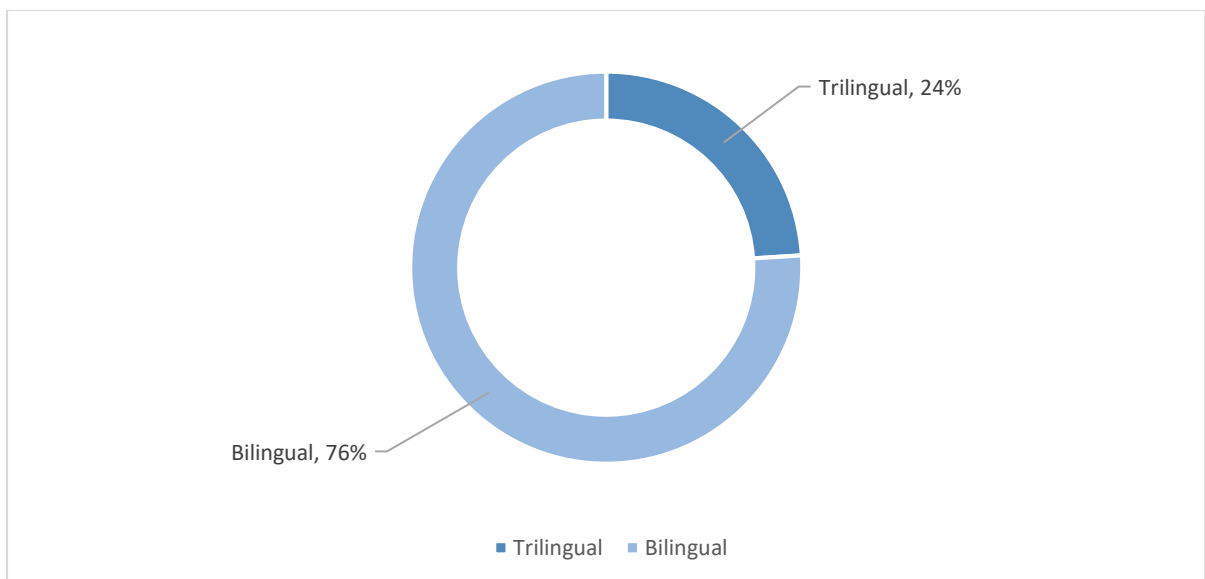


Figure five (5) demonstrates the use of Vanuatu's three official languages (Bislama, English, and French) by staff of the Ministry. The proportion of trilingual staff (*speaking, reading & writing in Bislama, English & French*) remains at 24% and bilingual staff (*mainly speaking, reading & writing in Bislama and English*) remains at 76% in 2025.

It is also worth noting that Bislama is a language of Vanuatu and Government services are provided to Vanuatu citizens mostly through Bislama, compared to English and French languages.

Figure 6: Total Number of Positions Vs Number of Positions Filled and Still Vacant by Department, 2025

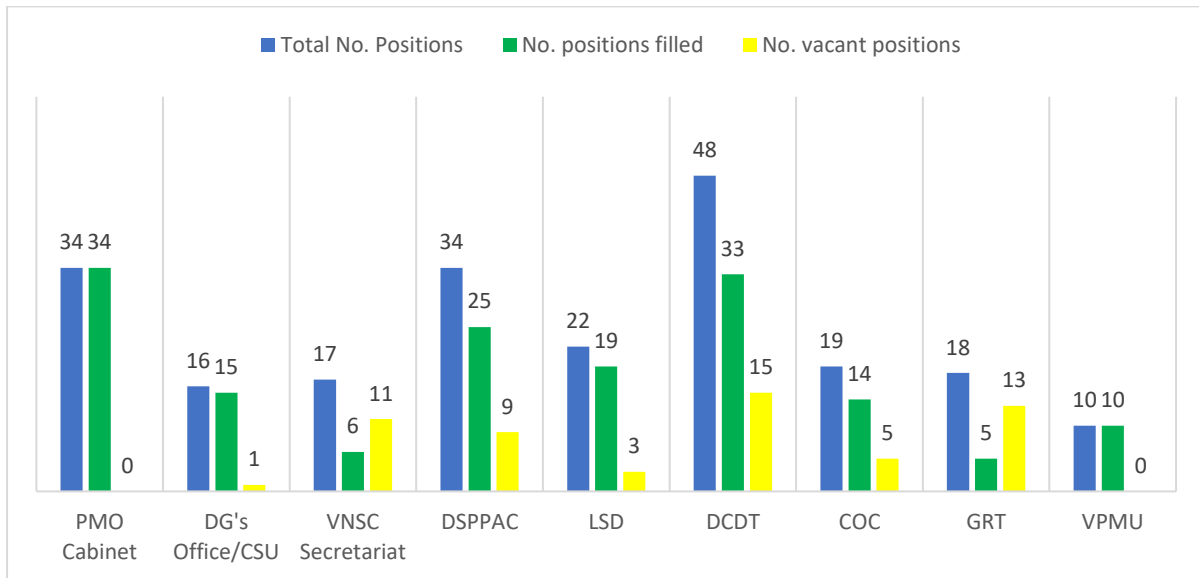


Figure 7: Estimated Total Accrued Annual Leave by Department, 2025

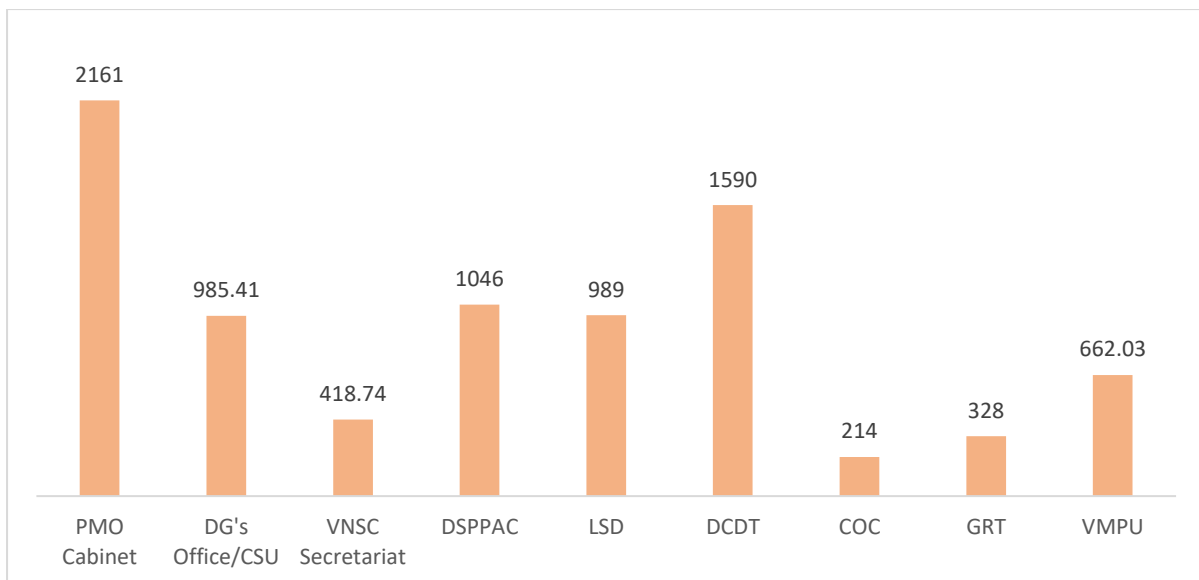


Figure seven (7) presents the estimated total accrued annual leave because the MPM's annual leave data in the HRMIS has not been updated during the period at which this report is produced. Hence, an estimated accrued total annual leave is being showed. However, it is giving an indication for the whole of MPM to improve its management of staff annual leaves.

Cessation of Employment and Compliance Reports/Disciplinary Cases

In 2025, there were Four (4) officers who ceased employment from the Ministry of Prime Minister. The details are outlined as follows:

- NCS Staff (1)– resigned voluntarily to take up careers in other spheres of work
- DSPPAC Staff (3) – Two voluntary resignation to take up careers in other spheres of work and one to continue further study.

During the year, a few staff of respective departments and agencies under the MPM went through compliance reports and disciplinary cases. A notable scenario can be seen in table 14 wherein two staff from the DSPPACC went through disciplinary case scrutiny. Compliance reports were managed at departmental and agency levels, while disciplinary cases went as far as reaching the PSC for final decisions. Also, there are two disciplinary cases in Citizenship Office and two compliance report which can be seen in table 14

Table below provides a summary of cessation of employment, compliance reports and disciplinary cases of 2025.

Table 15: Summary of Cessation of Employment, Compliance Reports & Disciplinary Case(s), 2025

Departments/Agencies	Retirement	Resignation	Termination	Compliance Report	Disciplinary Case
DG's Office – CSU	0	0	0	0	0
VNSC Secretariat	0	1	0	0	0
DSPPAC	0	3	0	1	2
LSD	0	0	0	1	0
DCDT	0	0	0	0	0
GRT	0	0	0	0	0
VPMU	0	0	0	0	0
COC	0	0	0	0	2

Apart from resignation and retirement, there were also contracted staff whose contract came to an end in 2025 and was not renewed or extended.

There were no transfers of staff being made by the PSC. Such transfers were both made internally (from one department/agency to another within MPM) and externally (from departments/agency under MPM to other line ministries and vice versa). These transfers were either permanent or temporary (six-months period with the possibility of extending the period of transfer). Table 15 below illustrates the internal and external transfers made in 2025.

Table 16: Internal and external transfer of staff of the MPM, 2025

MPM Dept/Agency	Number of Staff transferred out	Receiving Dept/Agency	Status of Transfer
<i>Internal Transfer</i>			
<i>External Transfer</i>			
Govt. Dept/Agency	Number of Staff transferred in	Receiving Dept/Agency within MPM	Status of Transfer
NSCS	1	MOCC, CSU	Permanent

It is worth noting that the two (1) staff of MOCC, CSU transferred in to the VNSC, Therefore, they were

Training(s) and Scholarship(s)

Table 17: Summary of Training & Scholarship undertaken by MPM Staff, 2025

Department/Agency	No. Staff	Study Program/Courses	Training Institution/Facilitator	Scholarship or Self-Sponsored	Status
GRT	2	1. Master of Business Administration	USP – Emalus Campus	Self-sponsored	Yet to be completed
		2. Bachelor in HRM (Employment Relations) & Bachelor of Arts in Law	USP – Emalus Campus	Self-sponsored	Yet to be completed
DSPPAC	1	Master of Public Administration	Australia National University	Scholarship	Successfully Completed
DSPPAC	1	PHD	Japan	Scholarship	Yet to be completed

The information displayed above (table 16) highlighted the status of some long-term trainings “successfully completed”, while others “yet to be completed”. This can be explained as follows:

- Successfully completed: staff has completed the requirement of the study program and has graduated with the relevant certificate.
- Yet to be completed: staff is still undertaking his/her studies and within the timeframe of the program (*likely to be completed in 2025, depending on study duration/timeframe*).

While table 16 presents a summary of long-term training and scholarship undertaken by MPM staff, there were also short-term trainings (i.e., minimum of 1 week to maximum of 3 months period) that were attended by staff of the ministry in 2025. Table 17 depicts the number of staff, the short-term training program attended, institution/facilitator, source of funding.

Table 18: Summary of Short-term Training attended by MPM Staff, 2025

Department	No. of staff attended training	Training program / Title (Duration)	Training institution / facilitator	Funded by Govt. Scholarship Self-funded	Status
VNSCS	1	Pacific Analyst Program	Pacific Fusion Centre, Port Vila, Vanuatu	Funded by DFAT, Australian Govt.	Completed
DCDT	4	Regional Partnership, Telecontrant / Care Knowledge & APNIC	Pacific Institution,	Funded by Govt	Completed
VPMU	4	Advance Environmental Safeguards	ADB	ADB	Completed
	3	SEAH	ADB	ADB	Completed

MPM Financial Statements

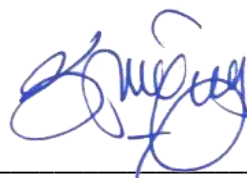
Statement of Representation, 2025

We have reviewed the statement of Financial Performance and Statement of Appropriations for Ministry of the Prime Minister for the year ending 31st December 2024 and have provided the required schedules as outlined in the Financial Circular 7 of 2009. We verify that:

1. The Statement of Financial Performance and Statement of Appropriation fairly reflect the Ministry of the Prime Minister's activities for the period of 1st January – 31st December 2025
2. All LPOs were verified as being valid as of 31st December 2025 and any duplicate invalid or erroneous LPOs have been cancelled.
3. All Standing and Accountable Imprest before 31st December 2024 have been retired and fully accounted for:
4. Employee leave transaction have been updated and the list of outstanding annual leaves balance provided is valid and complete.
5. All Known commitments for contingent liabilities and contingent assets have been identified and information submitted.
6. All adjustment journals have been made and passed onto the Department of Finance for approval.



Mr. Georges Maniuri
Director General
Ministry of Prime Minister



Jean OBED
Finance and Administration Manager
Ministry of Prime Minister



2025 Budget Appropriation for MPM

The Ministry of Prime Minister (MPM) implemented its planned programs and activities with budget support mainly from the Government's recurrent budget in 2025. The following data summarizes the MPM's statement of budget appropriation of 2025.

Figure 8: Total MPM Appropriated Budget, 2022 – 2024 (Billions VT)

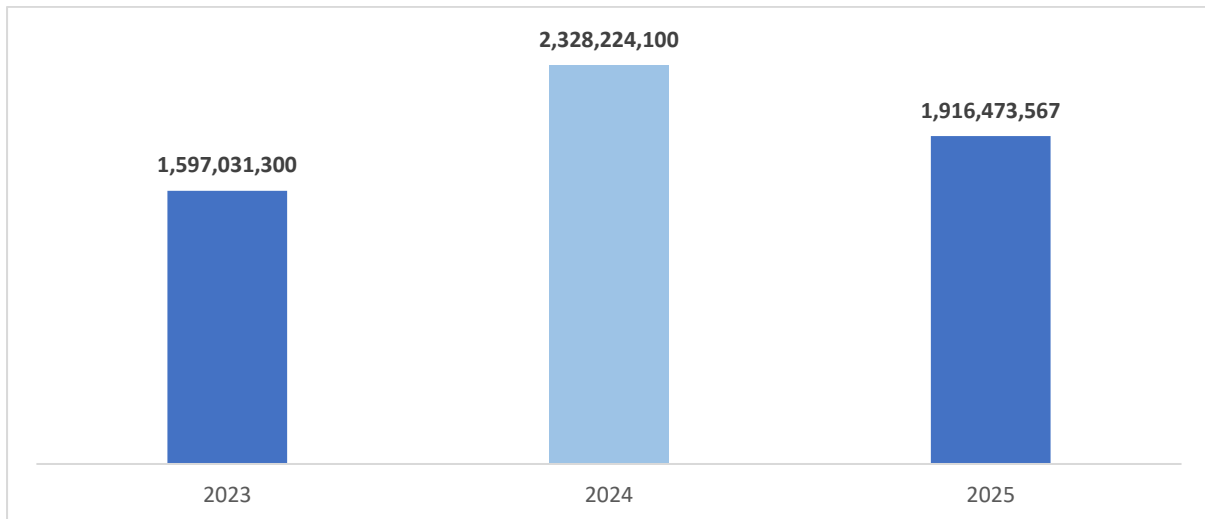


Figure 8 above depicts a trend and comparison of MPM total government recurrent budget appropriation from 2023 to 2025. There was a decrease of 411,750,533 VT compared to that of 2024.

Figure 9: MPM Budget as a Share of Total VanGov. Recurrent Budget, 2025

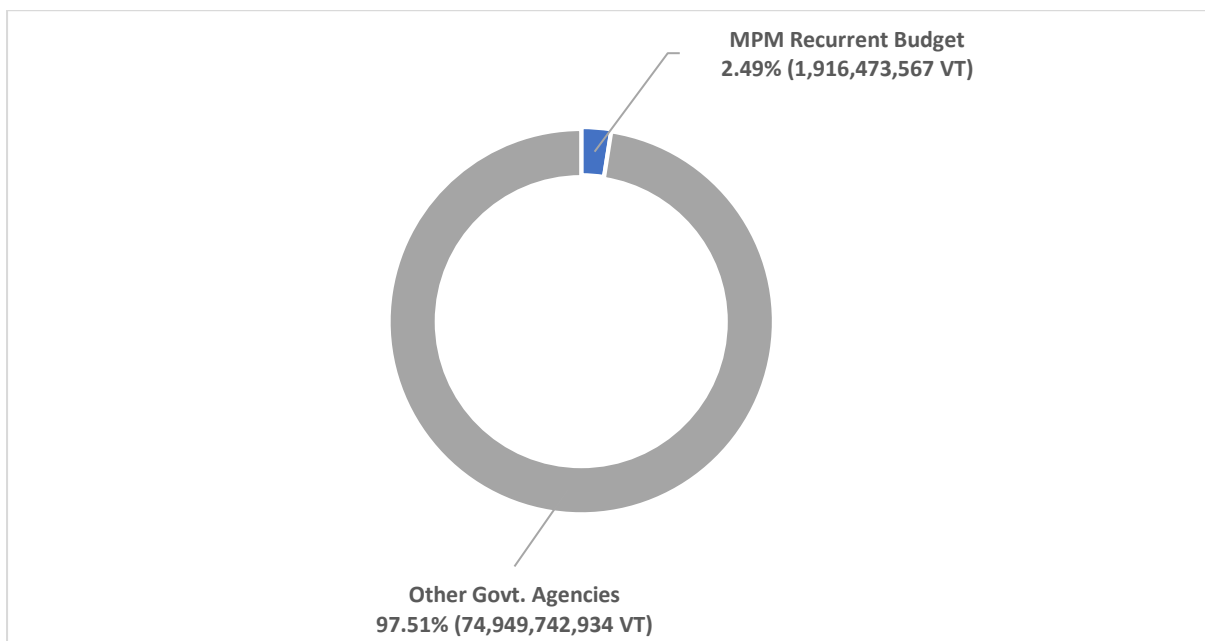


Figure 10: Total MPM Original and Supplementary Recurrent Budget, 2025

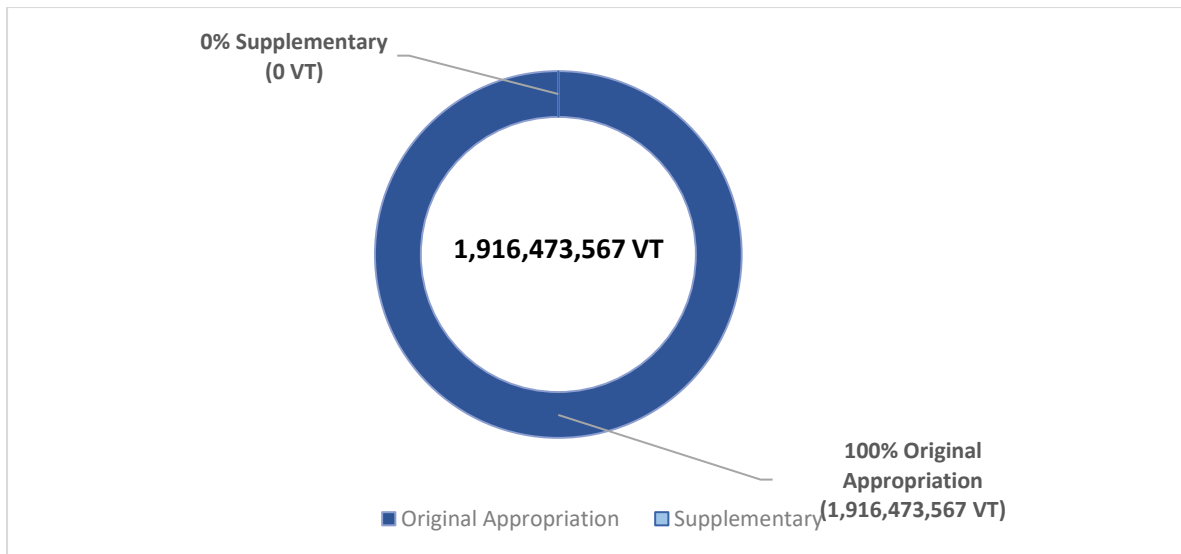
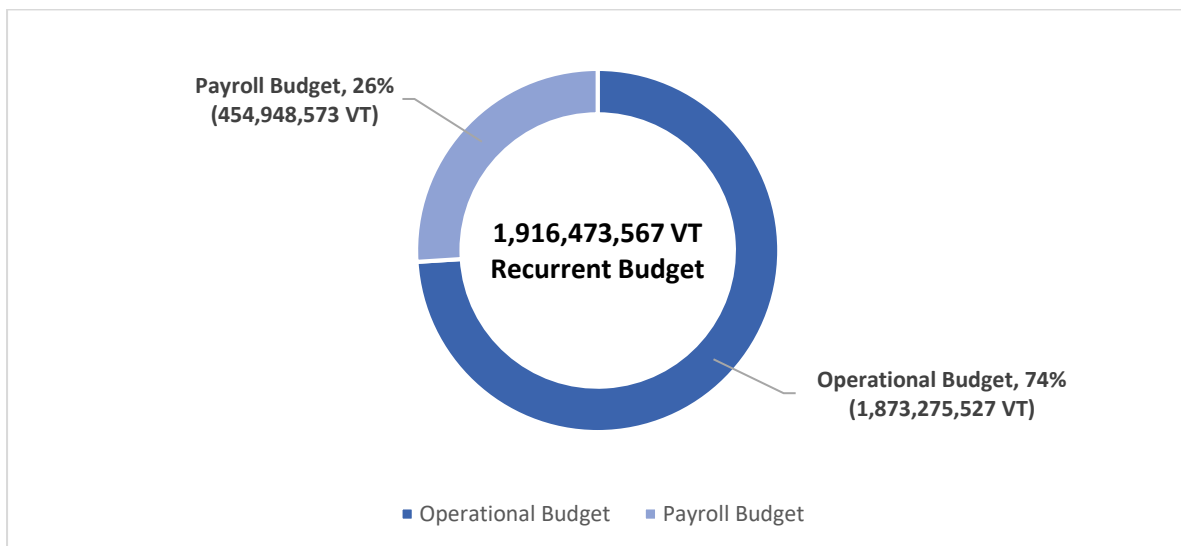


Figure 11: Total MPM Budget by Payroll and Operation Budget, 2025



Statement of Budget Appropriation for MPM, 2025

The table below shows detail MPM budget appropriation of 2025. It also displays MPM's expenditures of 2025.

Table 14: MPM Budget Appropriation by Program & Department, 2025

The table below represents detail MPM budget appropriation of 2025 extracted from smart stream vision report, and it also shows MPM's expenditures for 2025.

Code	Description	Original Appropriation (VT)	Supplementary Appropriations (VT)	Virements (VT)	Final Budget (VT)	Actual Expenditure (VT)	Commitments	Total Expenditure (VT)	Under/ (Over) VT
M02	Prime Ministers Ministry								
MCB	Strategic Management								
09AA	Policy Sectors	71,506,862	-	1,822,626	73,329,488	68,619,369	-	68,619,369	4,710,119
09AB	Aid Coordination Unit	26,318,269	-	894,684	27,212,953	26,841,099	-	26,841,099	371,854
09AC	Monitoring & Evaluation Unit	28,564,811	-	(1,270,922)	27,293,889	25,635,181	-	25,635,181	1,658,708
09AD	Travel	24,744,828	-	587,106	25,331,934	22,316,849	-	22,316,849	3,015,085
09AI	Disaster Recovery	18,358,048	-	1,003,028	19,361,076	18,171,550	-	18,171,550	1,189,526
52AA	Vanuatu Project Management Unit (VPMU)	-	-	-	-	19,633,143	-	19,633,143	(19,633,143)
MCB	Strategic Management	169,492,818	-	3,036,522	172,529,340	181,217,191	-	181,217,191	(8,687,851)
MPA	Office of the Prime Minister								
10AA	Cabinet	99,310,821	-	(2,299,458)	97,011,363	102,013,565	-	102,013,565	(5,002,202)
10AB	Independence Celebrations	2,000,000	-	-	2,000,000	2,000,000	-	2,000,000	-
10AC	International Travel	20,000,000	-	6,248,782	26,248,782	23,819,643	-	23,819,643	2,429,139
10BD	Entertainment Fund	3,000,000	-	-	3,000,000	2,659,720	-	2,659,720	340,280
10BF	Local Travel	3,000,000	-	-	3,000,000	2,768,877	-	2,768,877	231,123
42AA	Administration and Operations	-	-	-	-	635,133	-	635,133	(635,133)
MPA	Office of the Prime Minister	127,310,821	-	3,949,324	131,260,145	133,896,938	-	133,896,938	(2,636,793)

MPB	Director General's Office								
09AA	Policy Sectors	-	-	-	-	48,626	-	48,626	(48,626)
42AA	PMO Corporate Services	108,468,416	-	(15,974,272)	92,494,144	86,819,448	-	86,819,448	5,674,696
42AB	Utilities	16,097,270	-	-	16,097,270	22,238,835	-	22,238,835	(6,141,565)
42AC	Community Development Fund	10,000,000	-	-	10,000,000	8,750,343	-	8,750,343	1,249,657
42BA	National Security Council	-	-	-	-	1,283,379	-	1,283,379	(1,283,379)
42BB	Vanuatu Christian Council	50,000,000	-	-	50,000,000	50,000,000	-	50,000,000	-
42BC	Council of Ministers	10,420,968	-	914,992	11,335,960	11,595,831	-	11,595,831	(259,871)
MPB	Director General's Office	194,986,654	-	(15,059,280)	179,927,374	180,736,462	-	180,736,462	(809,088)
MPC	Language Services								
18AA	Language Services	62,988,400	-	3,088,240	66,076,640	67,353,836	-	67,353,836	(1,277,196)
MPCA	Language Services	62,988,400	-	3,088,240	66,076,640	67,353,836	-	67,353,836	(1,277,196)
MPC	Language Services	62,988,400	-	3,088,240	66,076,640	67,353,836	-	67,353,836	(1,277,196)
MPD	Special Commissions								
56AA	Government Remuneration Tribunal	35,259,140	-	(2,272,624)	32,986,516	25,109,653	-	25,109,653	7,876,863
MPD	Special Commissions	35,259,140	-	(2,272,624)	32,986,516	25,109,653	-	25,109,653	7,876,863
MPE	Department of Communication and Digital Transformation								
57AA	Administration & Operations	157,814,845	-	5,006,804	162,821,649	158,863,765	-	158,863,765	3,957,884
57AB	IP Network and Communication	52,618,047	-	-	52,618,047	50,321,228	-	50,321,228	2,296,819
57AC	Management Information System	48,959,131	-	-	48,959,131	47,916,383	-	47,916,383	1,042,748

57AD	Transmission Network	32,450,691	-	-	32,450,691	30,875,283	-	30,875,283	1,575,408
57AE	Policy and Compliance	23,595,846	-	-	23,595,846	22,851,879	-	22,851,879	743,967
57AF	Desktop and User Support	9,596,200	-	-	9,596,200	9,303,278	-	9,303,278	292,922
57AG	Application Unit	5,875,836	-	-	5,875,836	5,603,036	-	5,603,036	272,800
57AH	Computer Emergency & Response Unit	19,195,846	-	-	19,195,846	18,902,059	-	18,902,059	293,787
MPE	Department of Communication and Digital Transformation	350,106,442	-	5,006,804	355,113,246	344,636,911	-	344,636,911	10,476,335
MPI	Project Management								
52AA	Vanuatu Project Management Unit (VPMU)	50,838,538	-	1,098,864	51,937,402	28,341,534	-	28,341,534	23,595,868
MPIA	Administration & Finance	50,838,538	-	1,098,864	51,937,402	28,341,534	-	28,341,534	23,595,868
52AA	Vanuatu Project Management Unit (VPMU)	800,000	-	-	800,000	329,250	-	329,250	470,750
MPIB	Monitoring & Evaluation	800,000	-	-	800,000	329,250	-	329,250	470,750
52AA	Vanuatu Project Management Unit (VPMU)	2,350,000	-	-	2,350,000	1,809,514	-	1,809,514	540,486
MPIC	Communications & Public Relations	2,350,000	-	-	2,350,000	1,809,514	-	1,809,514	540,486
52AA	Vanuatu Project Management Unit (VPMU)	6,413,760	-	-	6,413,760	4,113,927	-	4,113,927	2,299,833
MPID	Environment & Safeguards	6,413,760	-	-	6,413,760	4,113,927	-	4,113,927	2,299,833
52AA	Vanuatu Project Management Unit (VPMU)	600,000,000	193,006,663	(801,927)	792,204,736	412,803,227	-	412,803,227	379,401,509

MPIE	National Project	600,000,000	193,006,663	(801,927)	792,204,736	412,803,227	-	412,803,227	379,401,509
MPI	Project Management	660,402,298	193,006,663	296,937	853,705,898	447,397,452	-	447,397,452	406,308,446
MPJ	Security Council								
50DA	Vanuatu Security Council	29,669,726	-	1,152,150	30,821,876	30,771,640	-	30,771,640	50,236
MPJ	Security Council	29,669,726	-	1,152,150	30,821,876	30,771,640	-	30,771,640	50,236
M02	Prime Ministers Ministry Grand Total	1,630,216,299	193,006,663	(801,927)	1,822,421,035	1,411,120,083	-	1,411,120,083	411,300,952

Expense Summary Report

The information (table & graphs) illustrates a summary of expenses of the Ministry of Prime Minister in 2025.

Table 15: Summary of MPM Budget Vs Actual Expenditure by Department, 2025

Department	Budget (VT)	Actual Expenditure (VT)	% Of Budget Spent
Office of the Prime Minister	131,260,145	133,261,805	101.5%
Director General's Office	179,927,374	181,322,969	100.7%
DSPPAC	172,529,340	161,632,674	93.6%
Language Service Department	66,076,640	67,353,836	101.9%
DCDT	355,113,246	344,636,911	97%
Government Remuneration Tribunal	32,986,516	25,109,653	76%
Vanuatu National Security Council Secretariat	30,821,876	30,771,640	99.8%
Vanuatu Project Management Unit	853,705,898	467,030,595	54.70%
Total	1,822,421,035	1,411,120,083	77.4%

Table 16: MPM Payroll and Operation Expenditure by Departments, 2025

Department	Payroll Expenditure (VT)	Operational Expenditure (VT)
Office of the Prime Minister	93,927,004	39,334,801
Director General's Office	46,929,751	134,393,218
DSPPAC	110,741,619	50,891,055
Language Service Department	54,886,467	12,467,369
DCDT	108,699,806	235,937,105
Government Remuneration Tribunal	16,082,301	9,027,353
VNSC Secretariat	22,441,698	8,329,942
Vanuatu Project Management Unit	31,670,647	435,359,948
Total	485,379,293	1,358,405,000

The MPM payroll and operational expenditure by departments in table 21 above, can also be depicted in a graph as presented in figure 12.

Figure 12: MPM Payroll and Operation Expenditure by Departments, 2025

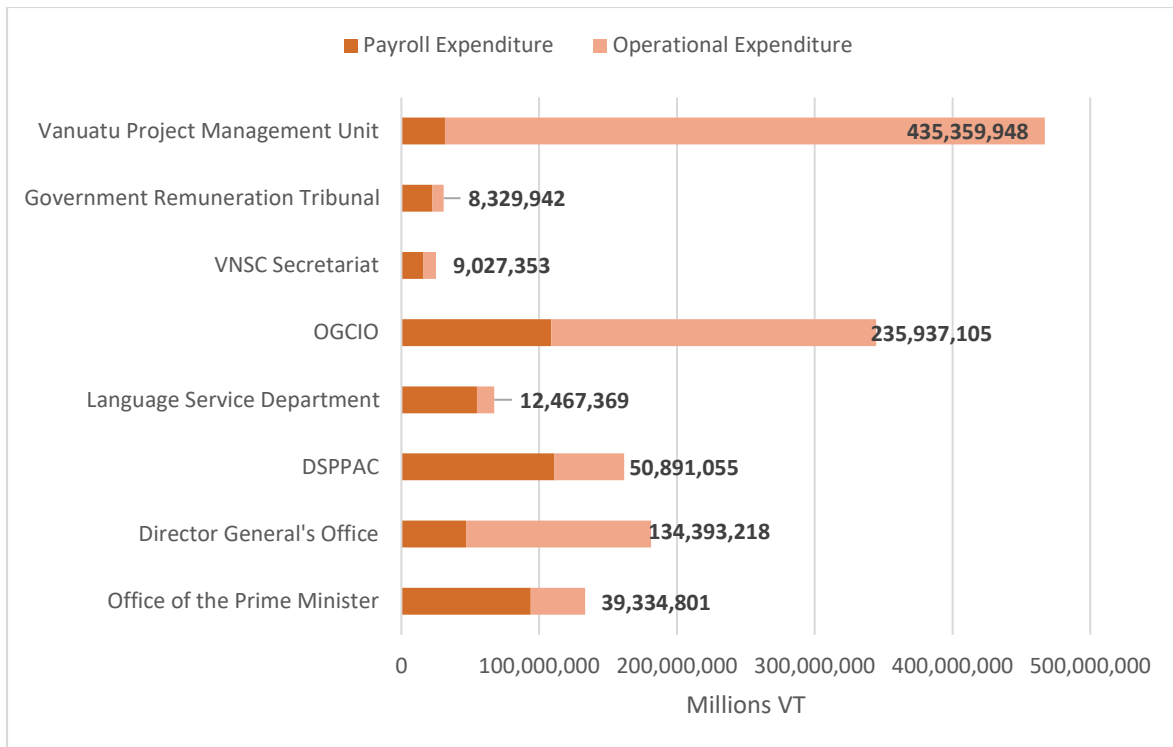


Figure 13: MPM Expenditure Proportion by Department, 2025

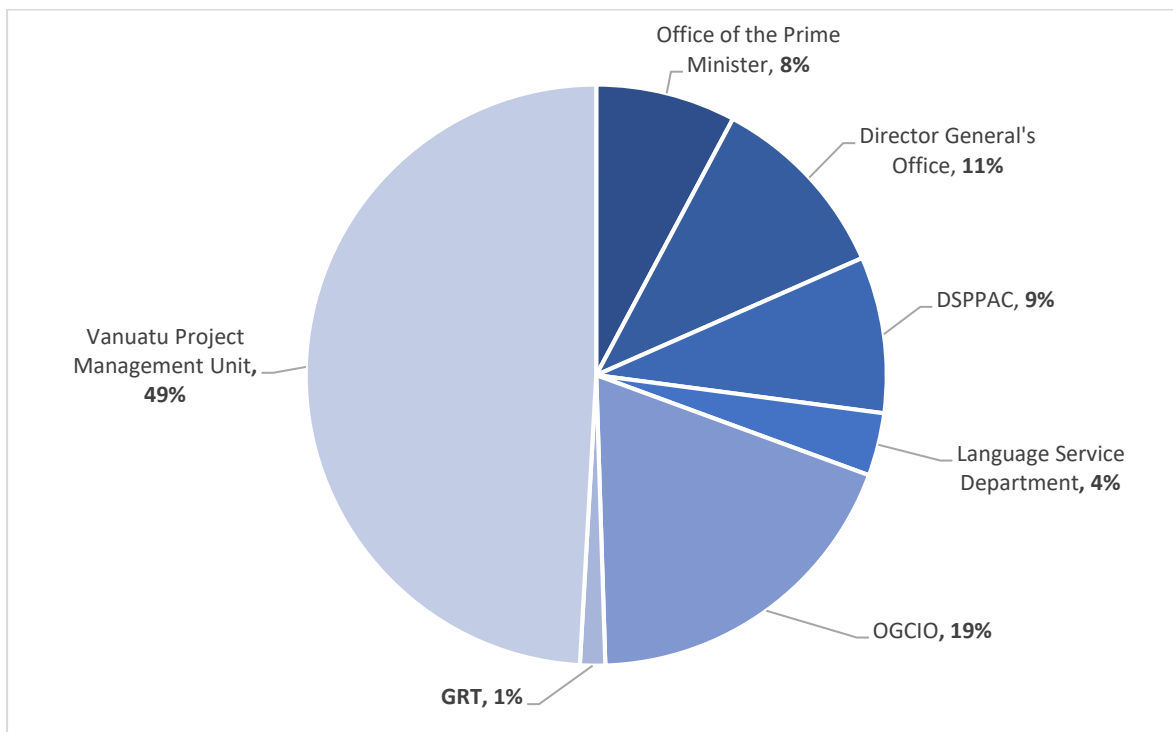


Figure 14: MPM Payroll Expenditure by Chart of Accounts, 2024

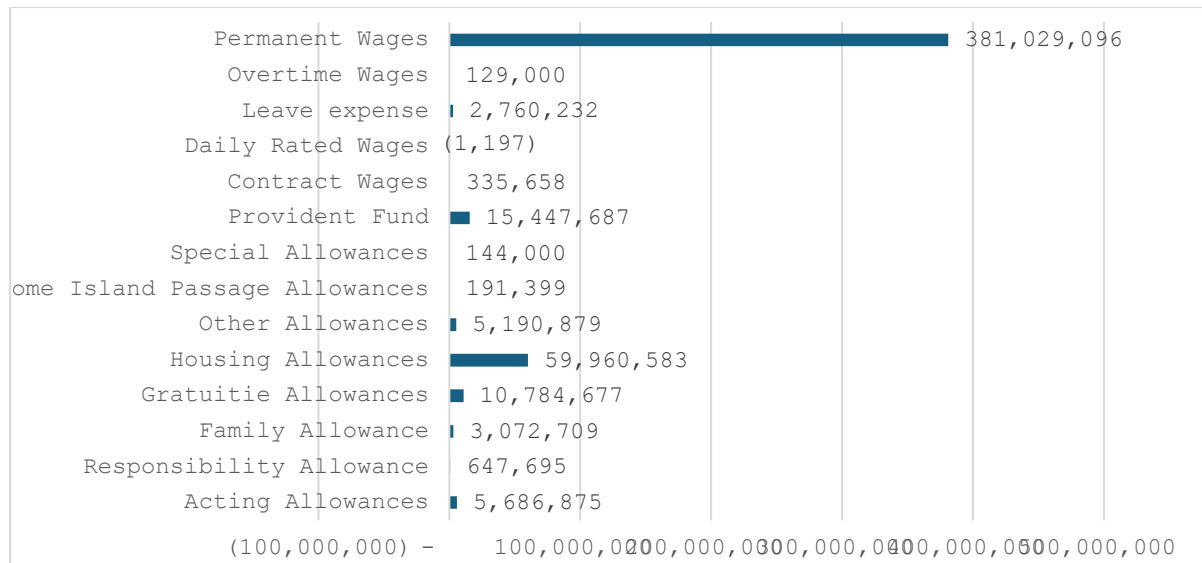
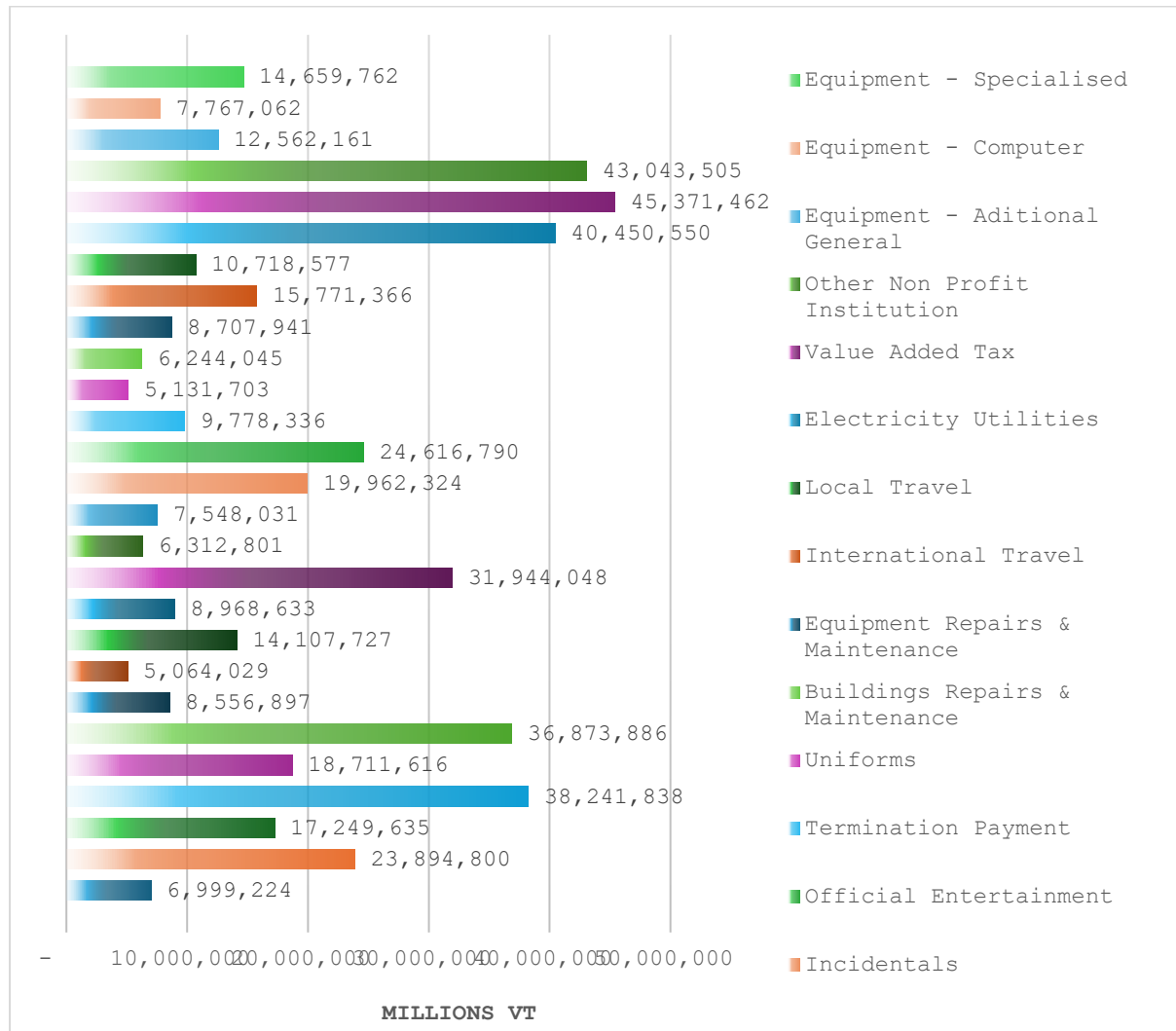


Figure 15: MPM Operations Expenditure by Chart of Accounts, 2024



The bar graph in figure 14 illustrates the items (chart of accounts) that constituted the overall payroll expenditure of 2025. The huge amount of payroll expenditure was for permanent wages, followed by housing allowances and provident fund contributions. Gratuity payment was a notable payroll expenditure item in 2025 (10,784,677 VT). The acting allowances was paid to staff of the MPM occupying higher positions on an acting basis. Therefore, the major payroll expenditure items of 2025 continue to be permanent wages, housing allowances, gratuity, acting allowances, leave payments, family allowances, and responsibility allowances.

Figure 15 demonstrates operational expenditure items (chart of accounts) from five (5) million vatu and above. The major operational expenditure items of 2025 were mainly related to the daily administrations of the departments and agencies under the MPM.

Statement of Commitments & Contingencies

In 2025, the Ministry of Prime Minister had maintained a number of ongoing commitments while also reviewing and updating contractual arrangements to reflect operational needs and post 2024 recovery priorities.

Table 17: Summary of MPM's Statement of Commitment & Contingency as at December 2025

Title/Nature of Commitment & contingency	Goal	General Terms & Conditions, and Total Amount
<p>1. Government and Church Partnership Program</p> <ul style="list-style-type: none"> Partnership Agreement between Government represented by Office of the Prime Minister and the Vanuatu Christian Council (VCC) 	<p>To strengthen the role of Christian church organizations in the provision of relevant community service outputs that seek to achieve and maintain peace, security, social cohesion and safety for all citizens and visitors.</p>	<ul style="list-style-type: none"> The Government agreed to allocate funds to VCC in the form of a grant over a period of five (5) years, beginning in 2021 and ending in 2025. Government continued grant support in 2025 subject to availability of funds and VCC acquittal reporting Based on the partnership agreement, the VCC agreed to manage and disburse funds equitably to churches and stakeholders, including members, observers, Ministers Fraternal, and associate members.
<p>2. Annual contract with EZZYKILL PEST CONTROL</p>	<p>Ensuring a safe and hygienic working environment at the PMO compound</p>	<ul style="list-style-type: none"> The previous contract (2021-2026) expired Undertake treatment and control of pests (e.g., cockroaches, millipedes, ants, centipedes, spiders, mosquitoes, rats) at the

Title/Nature of Commitment & contingency	Goal	General Terms & Conditions, and Total Amount
		PMO and Official Residence of the PM.
3. Contract Agreement with Vanuatu Glass and Aluminium (VGA)	Improved security for and o the Office of the Prime Minister	<ul style="list-style-type: none"> • Implementation of the phase two of PMO Building Top Floor Security Access • Build and install partition along the PMO building top floor corridor in accordance to plan and timeframe (<i>due to unforeseen circumstances & non-payment, the commitment to pay VGA's contract rolled over to 2025</i>)
4. Fresh Change Ltd	Maintain a healthy and hygiene work environment	<ul style="list-style-type: none"> • Supply, collection and disposal of Sanitary Bins
5. Leontine Rory	Beautification of PMO building top floor with flowers	<ul style="list-style-type: none"> • Annual contract to provide and care for flowers as beatification of PMO building's top floor. • Maintain and change pot plants of flowers when necessary.

Citizenship Office and Commission’s Financial Statement, 2025

Financial Performance

Statement of Representation

The Citizenship Office receive the Code funding from the Central Government Budget which has been managed by the Ministry of finance and Economic Management. The Overall Budget for the Citizenship Commission Revenue and Operational budget for citizenship office in the financial year 2025.

Statement of Appropriation

The original budget appropriate by Parliament stands Revenue is Seven billion two hundred and sixty-five million nine hundred and thirty thousand (7,265,930,000) vatu and the Expenditure stand at Seventy-seven Million nine hundred and ninety thousand three hundred and forth eight (77,999,348) vatu later during the year no additional funding was allocated including supplementary to the Budget just Virement of payroll saving an amount 8,500,000 Virement of payroll supplementary. With the supplementary provision appropriated the final budget for the citizenship Commission budget Revenue is 7,265,930,000 and Expenditure stand at 77,999,348 vatu.

Figures shown in table above.

Table 23: COC Budget Appropriation, 2025

Department – Programme	Budget Allocation Revenue	Budget Allocation Expenditure
Citizenship Commission	7,265,930,000	77,999,348
TOTAL	7,265,930,000	77,999,348

Revenue summary

This year was a challenging year for citizenship commission it the first year we introduce the invoicing system to the payment of citizenship fee program such as we want to have a more accountability process to funding receives under the program. Although the budget for revenue of 2025 stands at 7,265,930,000, we collect more than budget is around 54% more of the budget figure of the financial year. The budget amount shows that is it twice higher than expected in the budget cash flows for the citizenship Commission. However, during the year 2025 Citizenship commission has made a significant increase collected for an amount 6,149,344,602 vatu around 54% above targets.

The main source of revenue collected is Honorary Citizenship Fees that make 75% of the COC revenue followed by the Capital Investment Immigration Plan Fees

up 23% and citizenship fees 2% of the COC revenue. Most of the budget’s items in 2025 budget are over collect as part of review on the fees and the invoicing that provide a proper record to the clients applying under the program as such CIIP and DSP. This trend within the COC collection has

been increase budget figure for 2025 which will provide positive feedback on the budget allocation to the Vanuatu Government.

Figure 16: Revenue Graph Budget Vs Actual 2025

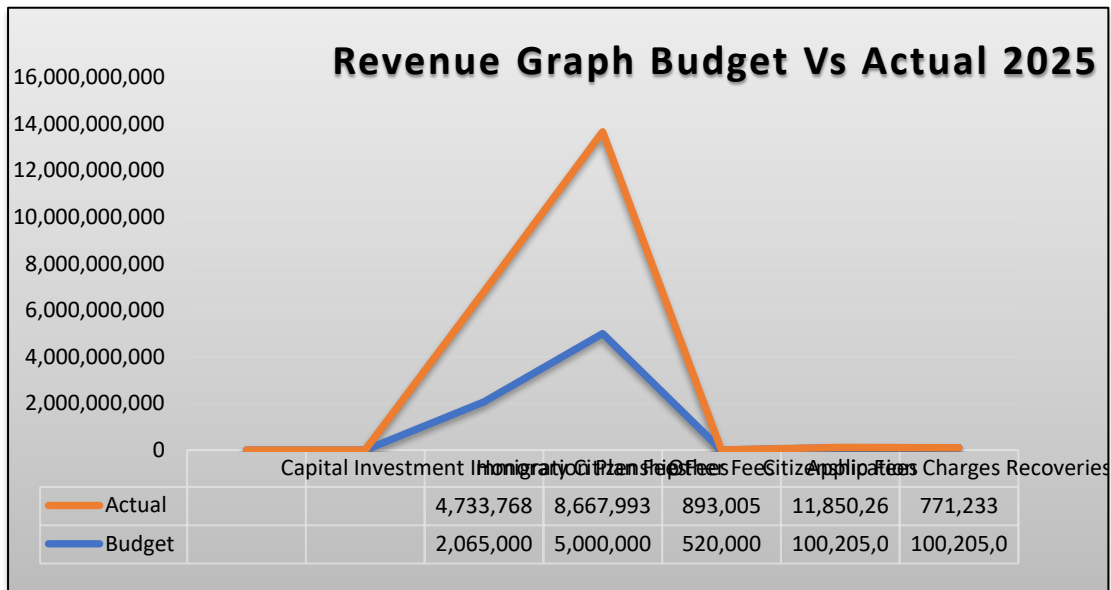
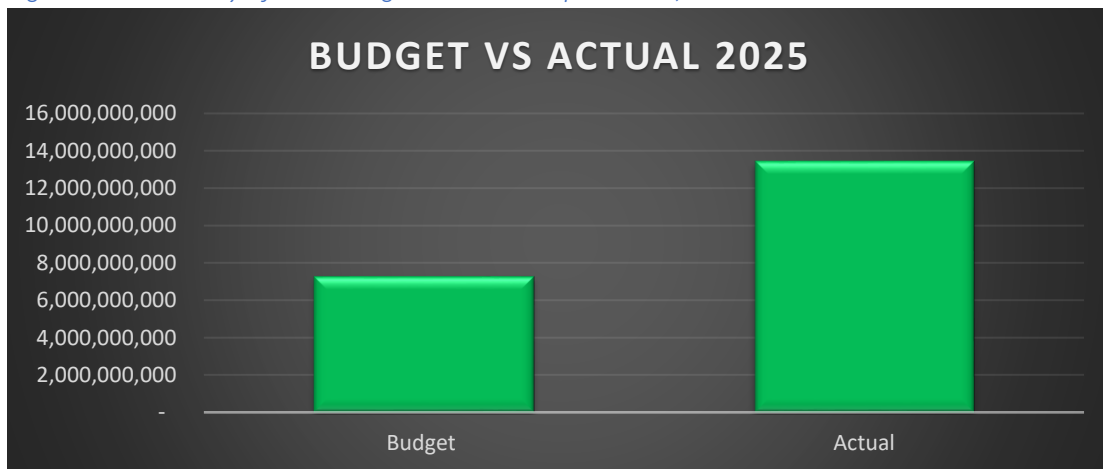


Figure 17: Summary of COC Budget vs Actual Expenditure, 2025



Expense Summary Report,

The overall total budget stands 77,999,348 and overall expenditure for the fiscal year is 76,999,348 vatu with an under spend budget for an amount of 287, 317vatu.

The major Budget expenditure for 2025 was spent on personal emolument for 33,778,084 vatu and second major expenditure was spent on operational budget for the citizenship commission on an amount 43,508,581 vatu

Payroll Expenditure:

The overall payroll spending was related mainly to the acting allowance, leave allowances and permanent salary which is managed within Budget. The acting allowance was paid to responsible officers that have agreed to fill the gaps in occupying positions that need to be filled in the unforeseen circumstances.

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

Table 24: Final Expenditure, 2025:

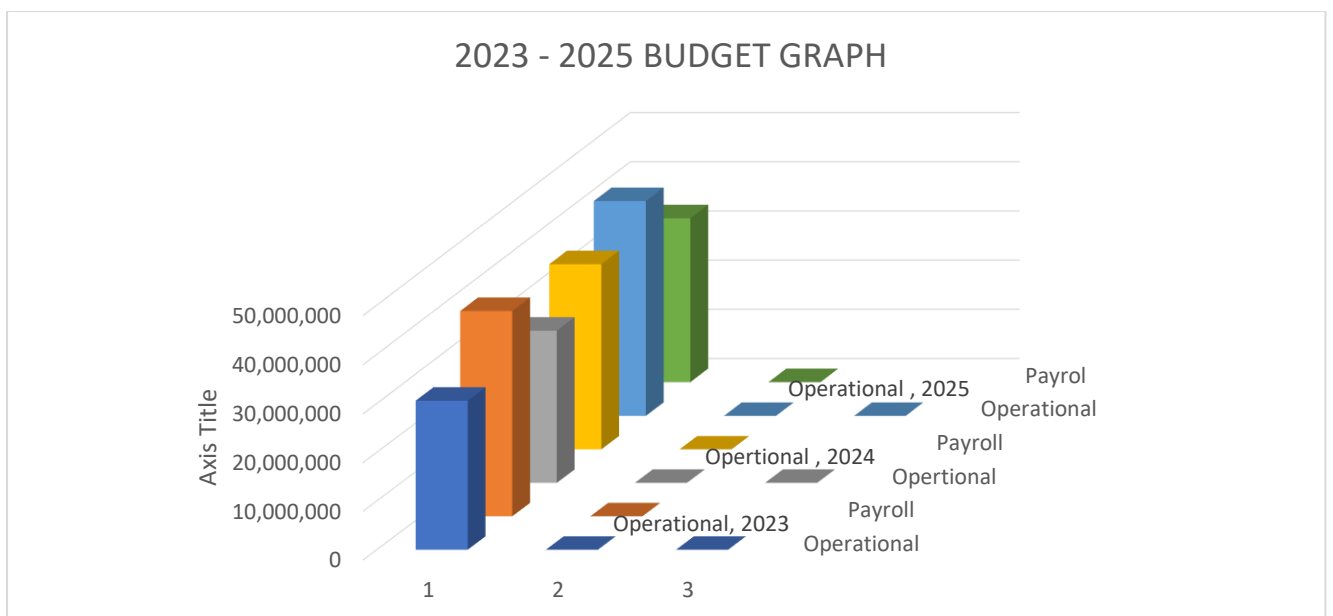
Description	Actual	Commitment	Total	Budget
Personnel Expenses				
Acting Allowances	2,059,677	-	2,059,677	-
Responsibility Allowance	19,318	-	19,318	-
Family Allowance	266,174	-	266,174	700,800
Gratuity Allowances	703,253	-	703,253	833,400
Housing Allowances	4,250,148	-	4,250,148	4,920,000
Other Allowances	30,000	-	30,000	1,614,035
Home Island Passage Allowances	-	-	-	1,800,000
Provident Fund	1,072,283	-	1,072,283	1,422,233
Daily Rated Wages	240,089	-	240,089	-
Leave expense	1,081,099	-	1,081,099	-
Permanent Wages	24,056,043	-	24,056,043	38,571,557
Payroll expenses	-	-	-	(16,551,260)
Personnel Expenses	33,778,084	-	33,778,084	33,310,765
Operating Expenses				
Subsistence Allowances	1,025,000	-	1,025,000	3,000,000
Subsistence Allowance International	468,000	-	468,000	-
Sitting Allowances	1,920,000	-	1,920,000	1,500,000
International Accommodation	2,500,000	-	2,500,000	2,608,697
Local Accommodation	437,826	-	437,826	521,740
Software Maintenance Fees	1,713,045	-	1,713,045	869,566
Other Fees	45,408	-	45,408	-

Vehicles Fuel	565,175	-	565,175	608,696
Transport - Freight	335,000	-	335,000	-
Storage - Freight	657,020	-	657,020	-
Local Medical Treatment	34,000	-	34,000	434,783
Equipment Hire	-	-	-	173,913
Facilities Hire	-	-	-	2,173,915
Vehicles Hire	-	-	-	434,783
Office Cleaning	227,015	-	227,015	260,870
Advertising - Communications	48,951	-	48,951	130,435
Advertising and Marketing	48,950	-	48,950	-
Printing - Communications	1,061,252	-	1,061,252	869,566
Stationery - Communications	1,810,366	-	1,810,366	1,043,479
Telephone / Fax - Communications	232,577	-	232,577	347,826
General - Materials	-	-	-	173,913
Office - Materials	-	-	-	2,859,900
Court Costs	9,826,093	-	9,826,093	-
Incidentals	1,418,421	-	1,418,421	197,759
Official Entertainment	279,182	-	279,182	434,783
Uniforms	738,791	-	738,791	-
Buildings Repairs & Maintenance	456,100	-	456,100	-
Vehicles Repairs & Maintenance	646,887	-	646,887	434,783
Other Suppliers	-	-	-	-
International Travel	1,604,644	-	1,604,644	1,739,132
Local Travel	606,957	-	606,957	608,696
Electricity Utilities	806,235	-	806,235	1,565,219
Water Utilities	54,444	-	54,444	-
Value Added Tax	4,669,458	-	4,669,458	2,579,650
Buildings - Renovation	-	-	-	434,783
Equipment - Additional General	329,375	-	329,375	347,826

Equipment - Computer	127,639	-	127,639	521,740
Equipment - Heavy Equipment	451,304	-	451,304	-
Equipment - Photocopiers	34,778	-	34,778	-
Equipment - Replacement General	78,991	-	78,991	-
Equipment - Specialised	211,066	-	211,066	-
Equipment - Computer Software Purchases	403,451	-	403,451	-
Furniture - Office Furniture	243,870	-	243,870	260,870
Vehicle - Additional Vehicle	3,130,437	-	3,130,437	-
Vehicle - Replacement	4,260,873	-	4,260,873	-
Overhead expenses	-	-	-	16,551,260
Operating Expenses	43,508,581	-	43,508,581	43,688,583
Total Expenditure	77,286,665	-	77,286,665	76,999,348

Budget and Actual payroll and operational Expenditure trend analysis 2023 -2025

Figure 18: 2023 – 2025 Budget Graph



Operational Expenditure

The expenditure profile shows a balanced allocation between operational necessities (salaries, utilities) and operational expenditures (Legal cost, office vehicle, others). Staff costs remain the

largest share, but significant funds are also directed toward strengthening overall operation of the. This demonstrates a forward-looking approach, though efficiency gains could further improvement.

Operational Expenditure, we have Court cost which have a high cost with Motor vehicle we make payment last year follow court order and new Vehicle for the commission, International Accommodation, more than budget figure and also, we have

However, most of the operation expenses were directed to. Commission has noted an overspend budget this year due to department budgets that were not strictly follow the budget process over different situations including political situations.

Key Financial Challenges

Based on the Financial Performance Report, the Commission faced several challenges in 2025, including:

Budgetary Constraints and Misalignment – Frequent virements between payroll and operational expenditures indicate ongoing misalignment in budget planning, requiring adjustments in future budget preparations.

Overspending in Key Areas – Despite overall budget discipline, overspending was noted Account code, as well as in operational areas like legal fee, Vehicle printing, communication, equipment, and VAT.

Outstanding Payroll Liabilities – Accrued leave balances, acting allowances, and overtime wages placed additional pressure on payroll expenses, necessitating better workforce and financial management strategies.

Revenue Volatility – Although the Commission surpassed its revenue targets by 47% reliance on key revenue streams such as DSP and CIIP Program introduce risks in case of policy or economic shifts affecting these collections.

Stricter Expenditure Controls – The implementation of the Supply Bill in the first quarter imposed tighter financial controls, affecting the Commission’s ability to execute certain expenditures as planned.

To address these challenges, the Commissions must strengthen financial planning, enforce stricter expenditure controls, and enhance budget forecasting to ensure more effective resource allocation in the coming years.

Financial Outlook for 2026

The financial outlook for 2025 presents both opportunities and challenges for the Commission Based on the financial performance in 2025, the following key projections and focus areas are expected:

- ✓ **Improved Budget Planning and Allocation** – Given the high number of virements between payroll and operations in 2025, the Ministry aims to refine its budget planning to reduce misallocations and ensure funds are appropriately distributed across departments.
- ✓ **Strengthening Revenue Generation Strategies** – With a strong revenue performance in 2024 (47% above target), the Commission will focus on sustaining and expanding revenue streams. A key strategy includes leveraging digital services such as the new e-payment on revenue collection diversification opportunities will also be explored.

- ✓ **Stricter Expenditure Controls** – The Ministry will implement stronger financial controls to manage operational overspending in areas such as printing, communication, equipment, and VAT. The experience with the supply bill in early 2024 has highlighted the need for better expenditure discipline.
- ✓ **Payroll Management and Workforce Planning** – Efforts will be made to manage payroll liabilities more efficiently, particularly in addressing accumulated leave balances, acting allowances, and overtime payments. The Commission will also prioritize filling long-standing vacancies, especially to improve service delivery.
- ✓ **Operational Efficiency and Cost Control** – To address operational budget underspending (102% expenditure in 2025), the Commission will refine expenditure forecasting and improve cost control mechanisms to optimize available resources.

While financial performance in 2025 demonstrated resilience and strong revenue collection, 2025 will require careful financial management to address overspending, improve budget planning, and sustain revenue growth. The Commission is committed to ensuring fiscal responsibility while continuing to enhance service delivery, expand digital revenue collection services, strengthen compliance with financial regulations, and increase investments in infrastructure and disaster resilience.

Development Projects

Table 18: Progress Report Against Development Projects implemented by respective Departments/Agency under MPM, 2025

Project Description	Project Component	Financing Development Partners	Original Approved Budget	Actual Budget Received and Spending as @ 31/12/2025	Status and Progress Made as @ 31/12/2025	Challenges and Responses
Hall of Justice Project	Supreme Court Building	MFAT and DFAT Corporate Agreement, Vanuatu Government	233 million VT 220 million VT 600 million VT	156 million VT	<ul style="list-style-type: none"> 100% detail design completed Tender Documentation completed. 	<ul style="list-style-type: none"> Securing of adequate funding before construction tender Prices increase risks
Vanuatu Energy Access Project	Brenwe Hydropower Plant	Asian Development Bank,	Grant, 266 million VT	992 million VT	<ul style="list-style-type: none"> Brenwei Hydro Power Plant 100% complete 	<ul style="list-style-type: none"> Irregular weather patterns and cyclones
	Lot 1- High Voltage Transmission and Distribution Greed, Northwest Malekula	Strategic Climate Funds Vanuatu Government	Loan, 266 million VT Grant 747 million VT	279 million VT 832 million VT	<ul style="list-style-type: none"> High Voltage and greed extension on Lot 1 Northwest Malekula 100% complete 2023 Commissioning of the above occurred on 18th December 2023 	<ul style="list-style-type: none"> Covid19 implications caused significant of variations (usd2.6m) Delays of shipments due lockdowns Personnel mobilisation delays Continuous issue of the domestic airlines created commercial increases
	Lot 1 – Low Voltage Electrification	Government of Vanuatu	337 million VT	546 million VT	<ul style="list-style-type: none"> High Voltage and greed extension on Lot 2 Santo East Cost 100% complete 2024 Commissioning of the above occurred on 7th of August 2024 	<ul style="list-style-type: none"> Severe road conditions to Brenwe Hydro Power House for which may pause access difficulties for the concessionaire
	Lot 2 – High Voltage Transmission and Distribution Greed, Santo East Cost					

	Lot 2 – Low Voltage Electrification	Vanuatu Government	300 million VT	300 million VT, no spending as yet	<ul style="list-style-type: none"> • Network Design Contract pending execution 	<ul style="list-style-type: none"> • Budget available for almost 2 years without any progress • Significant delays caused by Tender Boards
Vanuatu Inter Island Shipping Support Project	Lenakel and Litzlitz Repairs	Asian Development Bank,	Loan, 1billion VT	3 billion VT	<ul style="list-style-type: none"> • 100% Completed in 2022 	<ul style="list-style-type: none"> • Inadequate design by the Consultant, • Under bid by the Contractor • Uncomplete design
	South Paray Domestic Wharf	New Zealand Government, Vanuatu Government	Grant, 1.8billion VT 507million VT	2.26 billion VT 1.2 billion VT	<ul style="list-style-type: none"> • Demolition and Site Clearance – 90% complete. • Dredging and Earthworks – 53% complete • Revetment Works – 100% complete • Wharf Structures – 100% complete • Mooring Piles and Floating Fenders – 100% complete • Bollards, Fenders and Wharf Furniture – 100% complete • Yard Infrastructure (Pavements, Stormwater & Electrical) – 85% complete • Aids to Navigation – 15% complete 	<ul style="list-style-type: none"> • Design and Consulting team turnover • Lesson learns on phase 1 and mitigated on phase 2 • Covid19 cost inflation caused excessive bidding prices • Financial risks, inflation risks and external markets risks • Natural disasters impact and risks • Domestic airline issues • Insufficient funds to complete the entire project scope

Sarakata Hydro Phase 3	Hydropower Plant and its components	JICA Grant	4 billion VT	1.6 billion VT	<ul style="list-style-type: none"> • Contract awarded to Dai Nippon – Japanese company, on July 20th, 2023. • Survey works commenced in October 2023 • Ground breaking ceremony on 7th August 2024. • Clearing works almost completed, construction works will begin in the next coming months once the final design is approved. 	<ul style="list-style-type: none"> • Bidding twice due to increase price • Insufficient Geotechnical surveys causing modification during the construction phase and delays of construction plans • Modification risk including cost • Tied Grants often have limited requirement of government authority • Week performance of the Consultancy Environment, Monitoring and Evaluation
Navigation Aids –	Bauerfiel Airport, White Grass Airport, Pekoia Airport	Vanuatu Government	700 million VT	854 million VT	<ul style="list-style-type: none"> • Operation monthly checks on the installed NAVAIDS, maintenance 	<ul style="list-style-type: none"> • Climate Changes Impact and Natural disaster. • Delays in response of the operator AVL, Financial constraint due to National Airline issue • Land Issue faced of the Localizer location, hence not instal until the matter is settled • Delays of work result in the Equipment and system warrantied expiry.

						<ul style="list-style-type: none"> • Insufficient budget to proceed with the bidding of Runway Approaching Lights and Radion Commission component
COVID19 Response to Vulnerable Group	<p>Output 1a – Backyard Gardening</p> <p>Output 1b Food Processing</p> <p>Output 2 – Gender Based Violence and Youth</p>	Asian Development Bank, Ireland Trust Fund, Japan Fund	500 million VT	330 million VT	<ul style="list-style-type: none"> • Luganville BYG completed with 2 remaining training business and Food processing • Port Vila BYG completed, but business trainings are yet to be conducted • DWA – design, awareness and modules completed • Youth and youth rise up campaign lunch • GRM under the draft 	<ul style="list-style-type: none"> • EAs interpretation of a contract • Trainers of the BYG leave for Labour Mobility scheme work • Team Leader poor performance • Changes in the IE management • Natural Disaster’s Recovery
Vanuatu Transport Sector Projects Preparatory Financing	OIMP (Outer Island Maritime project) Transport Sector Road and Investment Planning	Asian Development Bank	500 million VT	36 million VT	<ul style="list-style-type: none"> • The project is still under its preparatory phase • Design Engineer was awarded the contract for an amount of US\$2.2m, • Proposed studies and investigations of 10 domestic wharves/jetties in the outer islands. • Each site was assessed on the basis of technical, 	

					<p>environmental, gender, social, financial and economic analysis. These investigations will include surveys of the land and seabed, drilling, geotechnical boreholes and earthquake studies</p> <ul style="list-style-type: none"> • Studies and investigations of the 10 sites were conducted based on the Multi Criteria Analysis (MCA). As a result, only 5 ports are selected for design investigations. 	
Luganville Resilient urban water Supply & Sanitation project	<p>Water Systeme</p> <p>Sanitation Public school</p> <p>Septage Treatment plan</p> <p>Evacuation Center</p>	Asian Development Bank	Loan USD 68.12 Million	Nil	<ul style="list-style-type: none"> • Project Preparedness by Department of Wate and Urban Planning • Designs in progress • Tender documentation in progress • VPMU been delegated the Construction management under a loan financing by ADB 	Transition still in progress from EAs
Road Wharf Emergency Assistance Project	Landslide Stability	Asian Development Bank	3 billion VT	Nill	<ul style="list-style-type: none"> • Funding negotiation • Preliminary site visit • Grant Financing Arrangement Execution 	<ul style="list-style-type: none"> • Inflation price increases

- Recruitment process of the Engineer to undertake the surveys including Geotech, topo, hydro etc...

Vanuatu
Sustainable and
Economic
Transformation
Project

VPMU restructuring and
other sector activities – 5
years plan

ADB

1 billion VT

Nil

- **Funding negotiation**
- **Fact finding missions**
- **Capacity assessment by ADB on VPMU overall role and functions**
- **VPMU structure improvement proposals**
- **Cost estimates of the new structure**
- **SC endorsement of the proposals**

Statutory Authorities

The Prime Minister portfolio includes the following statutory authorities (or body):

- Public Service Commission (PSC)
- Office of the Attorney General (OAG)
- Government Remuneration Tribunal (GRT)
- Vanuatu National Security Council (VNSC)
- Citizenship Commission (COC)

All statutory authorities named are governed by their own legislations. The Office of the Attorney General (OAG, and previously called State Law Office) was established by the State Law Office Act No.4 [CAP 242] of 1998 to “provide advice and represent the Government on legal matters and provide legislative drafting services to the Government”.

Non-Statutory Bodies

The non-statutory bodies under the Prime Minister’s portfolio includes:

- Telecommunications Radio-Communications and Broadcasting Regulator (TRBR)
- Vanuatu Broadcasting and Television Corporation (VBTC)
- Vanuatu Project Management Unit (VPMU)

TRBR and VBTC are governed by their own Acts of parliament (legislation), while VPMU is a unit established by a Government Charter in 2012 to ‘administrate and manage major Vanuatu Government infrastructure development programs’.

Equity

Actions have had been taken in previous years to address *equity* and *inclusion* in the ministry. In 2025 few of these actions were strengthened and implemented to ensure equity is addressed at the ministry level. These actions included the following:

- Equal employment opportunities were upheld across all Departments and Agencies under the Ministry, with both women and men encouraged to apply for vacant positions advertised in 2024. A strong representation of both genders was observed throughout the recruitment and interview processes, contributing to a **4% increase in the proportion of female staff** within the Ministry.
- Female officers were promoted to permanent and senior positions based on merit and demonstrated performance, reflecting the Ministry’s commitment to gender equity and professional advancement.
- There was a notable increase in female participation within technical Departments, including DSPPAC, DCDT, and NSCS, which have traditionally been male-dominated areas.
- Capacity-building opportunities, including short- and long-term training programs as well as secondments, were equitably provided to both male and female staff to support professional development and institutional strengthening.
- Both male and female staff actively participated in organizing committees for national and internal events, including those hosted by the Prime Minister (such as the Independence

Anniversary Ball), as well as internal governance committees (e.g., Finance and Asset Management Committee, RFQ Screening Committee, and Public Service Day Committee).

- Inclusive participation was maintained across all staff in the Ministry's 2024 planning and budgeting processes, ensuring broad engagement and ownership of organizational priorities.
- Staff demonstrated professionalism and commitment in service delivery by providing attentive and responsive assistance to clients and visitors

Right to Information
The Right to Information Unit (RTIU) was established under the Department of Strategic Policy, Planning and Aid Coordination's organization structure. Therefore, RTIU is part of the Ministry of Prime Minister at large.

There were no requests received by the Ministry under the Right to Information Act in 2025.

Reports by the Auditor General

There were no audits carried out at the ministry in 2025. Therefore, the ministry had not received a report from the Auditor General's Office in 2025.

Comments by the Ombudsman

During 2025, the Ministry of Prime Minister had not received any comments and/or reports from the Office of the Ombudsman.

Decisions of Courts

In 2025, the Ministry of the Prime Minister has not received any judicial decision handed down by the Supreme Court of the Republic.

Complaints Mechanism

In 2025, the Ministry of the Prime Minister continued to administer both internal and external complaints in accordance with established Government procedures, including the guidelines set by the Office of the Public Service Commission (OPSC) and the Public Service Staff Manual (PSSM), Chapter 6.

Internal Complaints Management

Internal staff-related complaints were managed through a structured and tiered approach. Heads of Units served as the first point of contact, applying initial counselling and resolution measures. Where issues remained unresolved, matters were escalated to the respective Directors for further management. In cases where no satisfactory resolution was achieved, Directors referred the matters to the Office of the Director General, which, where necessary, escalated them to the OPSC for final review and determination.

Throughout 2025, internal complaints largely related to staff performance, work ethics, and employment benefits. Performance and conduct-related issues were effectively addressed at Department and Unit levels, resulting in improved staff accountability and professionalism. Matters

relating to staff benefits—such as allowances, promotions, and partial severance—required coordinated engagement between Departments, the Director General’s Office, and the OPSC.

As a result of these processes, a number of positive outcomes were achieved, including:

- Improved work performance and adherence to professional standards across the Ministry;
- Progression of staff into substantive positions where they had previously been serving in acting capacities; and
- Continued facilitation of staff entitlements in line with established procedures and approvals.

However, it was noted that salary adjustments for some staff were not affected during the year. This was primarily due to the non-submission of required performance appraisal reports, which remain a prerequisite for salary progression under public service regulations.

External Complaints Management

External complaints from the public relating to the Ministry’s services and operations were received through the Office of the Director General and the Office of the Prime Minister, including through Political Advisors and the Private Secretary to the Honorable Prime Minister. In all cases, complaints were formally redirected to the Director General’s Office to ensure proper administrative handling, assessment, and response.

This centralized approach strengthened coordination, accountability, and consistency in addressing public concerns throughout 2025.

Legal and Oversight Matters

Legal advice on complaints and related matters continued to be sought from the Office of the Attorney General (OAG) to ensure compliance with applicable laws and procedures.

During the 2025 reporting period, the Ministry is not aware of any formal investigations undertaken by the Ombudsman’s Office or audits specifically initiated by the Office of the Auditor General in relation to its operations.

Fraud Control

As stated, 2025 was a challenging year for this ministry with risks of committing fraud were detected and mitigation measures were implemented to prevent fraudulent activities. The table below summarises the risk of fraud and actions taken to inhibit fraud at the MPM.

Activity/Item	Fraud Risk Level (High, Medium, Low)	Mitigation Measure
More than one PMO account at Wilco Hardware with outstanding payments	High	<ul style="list-style-type: none"> • Consulted and collaborated with Wilco Hardware’s Finance Team to ensure PMO’s accounts at Wilco Hardware remained closed, until it is cleared of all outstanding invoices

Community Development Fund (CDF)	High	<ul style="list-style-type: none"> • A sign-off form was developed and implemented – members of communities or their representatives sign-off on the form when collecting the CDF LPO payment from MPM’s CSU • In addition, a sticker was printed and placed on all items purchased with the Hon. PM’s CDF
Purchase of new office vehicles	Medium	<ul style="list-style-type: none"> • Collaborated with OPSC’s Fleet Management Unit in ensuring all due diligent processes and checks are followed through. • Compliance to PFEM Act and financial regulations
Last minute and urgent use of office vehicle after working hours (without proper approval)	High	<ul style="list-style-type: none"> • Verbally informing Fleet Management Unit (i.e., face-to-face; phone conversation) on the urgent use of vehicle after working hours • Sending an email or text message to Manager Fleet Management Unit to reconfirm verbal approval and directions provided on when to return the office vehicle to the MPM Compound.
Accountable Imprest acquittals	High	An internal accountable Imprest acquittal form was developed and implemented, in collaboration with DoFT.

The Ministry of the Prime Minister continued to uphold strong financial management and fraud control practices in 2025, guided by the Public Finance and Economic Management (PFEM) Act and its associated financial regulations. These frameworks remain the principal instruments for identifying, assessing, and mitigating fraud risks across the Ministry.

Finance and Administration Officers across Departments and Agencies worked closely with the Department of Finance and Treasury (DoFT) to ensure full compliance with financial regulations and to strengthen internal control systems. The following key practices were consistently applied during the year:

Procurement Controls (Below VT 1 million)

- A minimum of three quotations were obtained from different suppliers, with selection based on value for money and suitability.
- A Local Purchase Order (LPO) was issued upon approval, accompanied by a justification note to support the procurement decision.
- In cases where goods or services were only available from a single supplier, a sole quotation was obtained, with appropriate justification documented and approved.

Procurement Controls (VT 1 million and above)

- Requests for Quotations (RFQs) were coordinated for all procurements valued at VT 1 million and above.

- Submitted bids were assessed by the relevant evaluation committee, ensuring transparency and fairness in supplier selection.
- Formal notifications were issued to both successful and unsuccessful bidders.
- Contracts were prepared and signed prior to implementation, with payments structured based on agreed milestones, including initial and final payments supported by completion reports.

Project Fund Management

- Robust due diligence processes and internal controls were applied in managing project funds, including:
 - i. Establishment of technical teams to oversee project implementation;
 - ii. Application of formal tender processes for projects exceeding VT 10 million, in accordance with the Government Tenders Act;
 - iii. Completion and approval of requisition forms by responsible Managers, Directors, and the Director General;
 - iv. Independent verification by the Accounts Control Unit (ACU) to ensure compliance with all procedural and documentation requirements prior to payment commitments.

Financial Documentation and Approval Controls

- All LPO-related payments were systematically recorded and maintained in both electronic and hard copy formats.
- Clearly defined financial approval thresholds were enforced, with delegated authority assigned to Heads of Units, Directors, and the Director General in accordance with PFEM requirements.
- Annual submission of authorized signatories for LPO approvals to the Ministry of Finance was maintained as required.

Accountable Imprest Management

- Strengthened internal controls were applied to the management of accountable Imprest, particularly for travel-related expenditures.
- Standardized acquittal forms were used, with thorough verification undertaken by Finance and Administration Officers prior to endorsement by Directors and the Director General.
- All acquittals were subsequently submitted to DoFT following completion of internal checks.

Asset and Fleet Management Compliance

- Strict adherence to Public Service Commission (PSC) Fleet Management Unit guidelines and financial regulations was maintained in the procurement of Government (G-plated) vehicles.
- All required approvals, documentation, and procurement processes—including RFQs—were completed prior to purchase.

Legal Compliance and Advisory Support

- The Ministry continued to seek legal advice from the Office of the Attorney General (OAG) and guidance from DoFT on matters relating to the legality and appropriateness of financial transactions prior to committing public funds.

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“A STABLE, SUSTAINABLE AND PROSPEROUS VANUATU”

SOC 1 Vibrant Cultural Identity 	SOC 2 Quality Education 	SOC 3 Quality Health Care 	SOC 4 Social Inclusion 	SOC 5 Security Peace and Justice 
SOC 6 Strong and Effective Institutions 	ENV 1 Food and Nutrition Security 	ENV 2 Blue-Green Economic Growth 	ENV 3 Climate and Disaster Resilience 	ENV 4 Natural Resource Management 
ENV 5 Ecosystems and Biodiversity 	ECO 1 Stable and Equitable Growth 	ECO 2 Improve Infrastructure 	ECO 3 Strengthen Rural Communities 	ECO 4 Create Jobs and Business Opportunities 