



## MINISTRY OF INTERNAL AFFAIRS

# Annual Report 2025





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## Minister's Statement

### Bringing the Government Closer to the People Through Digital Transformation



As we chart the future of public service delivery, our Ministry is committed to building systems that are faster, smarter, and more responsive to the needs of every citizen. I am proud to state that the Ministry of Internal Affairs stands as the leading Ministry in digitalizing and modernizing Vanuatu's public service. Our vision is clear: a future-ready government where digital systems strengthen service delivery and bring government closer to every community. In 2025, we have laid the foundation for a modern public service—one built on efficiency, accessibility, and practical reforms that directly improve the lives of our people.

#### Digitalizing Essential Services

Our digital reforms this year were not about technology for its own sake—they were about creating simpler, more efficient pathways for citizens to access essential services. A landmark achievement in this journey has been the installation of National ID Card machines directly within our Area Councils. Today, citizens in the remotest communities can print ID cards and birth certificates without the burden of traveling to urban centers.

#### A Platform for the Future

We are moving into a digital future where secure identity and digitalization will become the foundational platform for every work process and workflow. This transformation enables faster, more efficient, and accessible service delivery for all citizens, regardless of their geographic location. By modernizing our identity, labour, and border systems, we are reducing waiting times, cutting administrative burdens, and ensuring services operate with greater reliability.

#### Passport and Service Efficiency

Our priority moving forward is service efficiency—making it easier for citizens to engage with government and ensuring our officers are empowered with the tools they need. This commitment is clearly demonstrated in our enhanced passport processing capabilities, where we have successfully introduced shorter timeframes, including expedited 3-day and 1-day passport services.



## Streamlined Workflows

We are shifting from manual processes to streamlined, digital workflows that reduce delays and increase accountability. Efficiency is not simply an operational goal; it is a promise that government must serve with speed, clarity, and professionalism.

*"Our digital reforms this year were not about technology for its own sake — they were about creating simpler, more efficient pathways for citizens to access essential services."*

## The Road Ahead

As we look to the future, our strategic direction is firmly set by the upcoming launch of our new Corporate Plan and the highly anticipated handover of the RV5 Civil Registration System. These milestones will serve as anchors for our continued progress. In the year ahead, the Ministry will accelerate practical digital reforms that improve service reliability across all six provinces and four municipalities. Our path forward is anchored in transformation that citizens can feel: faster processing times, more accessible services, and stronger institutional capacity.

## Appreciation & Closing

I extend my deepest gratitude to the Director General, Department Directors, our dedicated staff across the nation, and our development partners. Your unwavering commitment has been the driving force behind this year's transformative achievements.

Together, we will continue building a Ministry that is modern in its systems, efficient in its services, and firm in its commitment to the people of Vanuatu. Let us advance practical reforms that deliver real improvements—laying the groundwork for a government that is truly ready for the future. Our collective effort moves us toward a more efficient, secure, and empowered Vanuatu.

Hon. Andrew Solomon Napuat  
Minister of Internal Affairs  
PMB 9036  
Ministry of Internal Affairs  
Port Vila, Vanuatu



## Director General's Foreword

### Strengthening Institutional Reforms and Service Delivery



It is indeed my humble privilege to present the Ministry of Internal Affairs Annual Report 2025. This Annual Report will highlight key progress made, the achievements and challenges encountered while advancing national priorities and strengthening governance and delivering services. The achievements reflect our strong commitment to advancing decentralisation, a secure Vanuatu, employment for our people, strong governance and representation while the Ministry contributes to sustainable growth and continues to deliver services across the country.

We also wish to acknowledge the scale of the challenges faced in 2025. During this time, Vanuatu's capital was still recovering from the devastating earthquake of December 2024, which claimed 14 lives and displaced over 2,600 individuals. The disaster also impacted 200 businesses—affecting 6,000 workers—and caused extensive damage to housing, infrastructure, and essential services. The impacts of the earthquake ignited a sense of pride among Ministry officers, inspiring them to rise above challenges under the mantra 'wok i must continue.' This spirit fostered a collective determination to prioritize recovery while simultaneously updating legislative frameworks, completing reconstruction, and successfully managing national elections. By maintaining border security and ensuring the continuity of essential services, the Ministry reached several key milestones in 2025.

#### Key Milestones in 2025

- Successful delivery of the National General Election, resulting in the formation of Government.
- Outstanding revenue collection of over 34% above projected Ministry revenue target for 2025.
- Successful delivery of Provincial elections on Malampa, Penama, Shefa and Tafea, including by-elections on Sanma and Port Vila.

#### Decentralisation and Community Service

To date, we have established permanent Area Council offices in 57 of Vanuatu's 71 Area Councils, each equipped with solar power and internet connectivity, with further openings slated for 2026. Through the dedicated work of Area Administrators, the Ministry has successfully delivered water and community building projects, including new market houses. Furthermore, we have strengthened inter-



ministerial outcomes by co-leading the repair of health and school facilities, contributing to road construction, and executing numerous joint initiatives in agriculture, forestry, and biosecurity. The Ministry of Climate Change was also a key partner in the implementation of climate related projects. The efforts of many of the Area Administrators have been outstanding in 2025.

The Ministry through the Provinces hosted major provincial days in provinces of Shefa, Tafea and Malampa. MoIA team in Vila was able to participate in the public service days which coincided with the provincial days. The Ministry's performance in the public service days has been exceptional and as a result, the Ministry awarded with first prizes prices in Tafea and Malampa. MoIA was also ranked as one of the top four (4) performing Ministries in 2025 by Hon Prime Minister.

### **Digital Identity and Services**

The Ministry through the Civil Registry and Identity Management department installed National ID Printing machine across more than 20 Area Councils in Vanuatu with more purchased and to be installed in 2026. We have also partnered with the Ministry of Education and Training (MOET) and the Ministry of Trade and Commerce (MOTC) for utilization of the National DI system to create efficiency and provide access to critical information for Vanuatu citizens.

### **Security, Immigration, and Border Services**

The Vanuatu Police Force (VPF) significantly expanded its reach in 2025, establishing 17 Community Safety Teams (CSTs) across various Area Councils, with further expansions slated for 2026. To support this growth, the Force was outfitted with a comprehensive fleet of boats, vehicles, motorcycles, and quad bikes now operating nationwide. Key leadership and infrastructure milestones were also achieved, including the recruitment of a new Police Commissioner and the groundbreaking ceremony for the new Port Vila Central Police Station. Furthermore, the VPF bolstered its ranks with 48 new graduates, deployed additional UN Peacekeeping officers, and commissioned new fire trucks to enhance emergency response capabilities.

The Ministry, through the Department of Vanuatu Immigration and Passport Services, significantly expanded its global footprint in 2025 by establishing new Immigration and Passport centres in Hong Kong, Dubai, and New Caledonia. Domestically, a new Immigration Office was opened at Port Vila Airport to enhance traveller services. Furthermore, the Vanuatu Immigration Service (VIS), in collaboration with the Ministry of Foreign Affairs and External Trade, successfully addressed critical concerns regarding the issuance of diplomatic passports. A landmark achievement was the completion of Vanuatu's first-ever National Migration Policy draft, which is slated for its official launch in 2026.



## Urban Development and Labour Mobility

The Department of Urban Affairs and Planning (DUAP) made significant strides in urban renewal by managing the demolition of 21 unsafe buildings in Port Vila. This cleared the way for the Port Vila CBD Concept—a transformative vision for the capital. Simultaneously, the Ministry facilitated the expansion of urban centres by establishing new townships in Havannah and Bellevue and declaring the Lakatoro-Norsup Municipal Council. Planning foundations were further strengthened with the finalization of Zoning and Development Control Plans for Port Vila, Rovo Bay, and Sola. Most notably, 2025 saw the historic launch of the National Housing Policy, the National Urban Framework, and the revised National Building Code, alongside the successful reopening of the Port Vila Market House.

Vanuatu's position as top sending labour mobility country in the Pacific to Australia and New Zealand remains a major achievement for Department of Labour and Employment Services. The number of disengaged workers in the seasonal programs was reduced significantly. Through Labour, MoIA launched the first ever Vanuatu Labour Mobility Reintegration Strategy and Action Plan (the first in the Pacific) and developed and launched the first ever National Employment Policy.

## Legislative Reforms

Ministry of Internal Affairs was the first Ministry out of the 13 Government ministries to develop and submit its Annual Legislative Plan for 2025 and recorded more than 8 Bills that were tabled and passed in 2025. Our team contributed significantly to the Constitutional amendments made in 2025. We plan for many more necessary legislative changes in 2026.

*"As we look ahead, the Ministry remains committed to building a more responsive, inclusive, and people-centred system of Governance, ensuring that no community is left behind."*

## Appreciation & Closing

While we are proud of the progress achieved, we acknowledge that challenges remain. The Ministry will continue to build on this momentum in 2026 by strengthening coordination, improving service



delivery, and addressing gaps in our work. We also plan to explore digitisation as the platform for efficient service delivery and improved coordination and workflow for our work processes.

I wish to acknowledge the leadership of Hon Minister Andrew Solomon Napuat and the support of the Council of Ministers for their strategic decisions and directions throughout 2025. I extend my sincere appreciation to our development partners, NGOs, private sector and stakeholders for their continued collaboration. Most importantly, I commend all the Ministry of Internal Affairs staff for their dedication, resilience, and commitment to serving the people of Vanuatu.

As we look ahead, the Ministry remains committed to building a more responsive, inclusive, and people-centre system of governance, ensuring that no community is left behind. Let us continue to work together towards a stronger and more prosperous Vanuatu.

  
Leith Veremaito  
Director General  
Ministry of Internal Affairs

The official seal of the Director General of Internal Affairs, Republic of Vanuatu. It is a circular blue seal with the text "REPUBLIC OF VANUATU" at the top and "REPUBLIQUE DE VANUATU" at the bottom. Inside the circle, it reads "DIRECTOR GENERAL OF INTERNAL AFFAIRS" and "DIRECTEUR GÉNÉRAL DES AFFAIRES INTÉRIEURES".

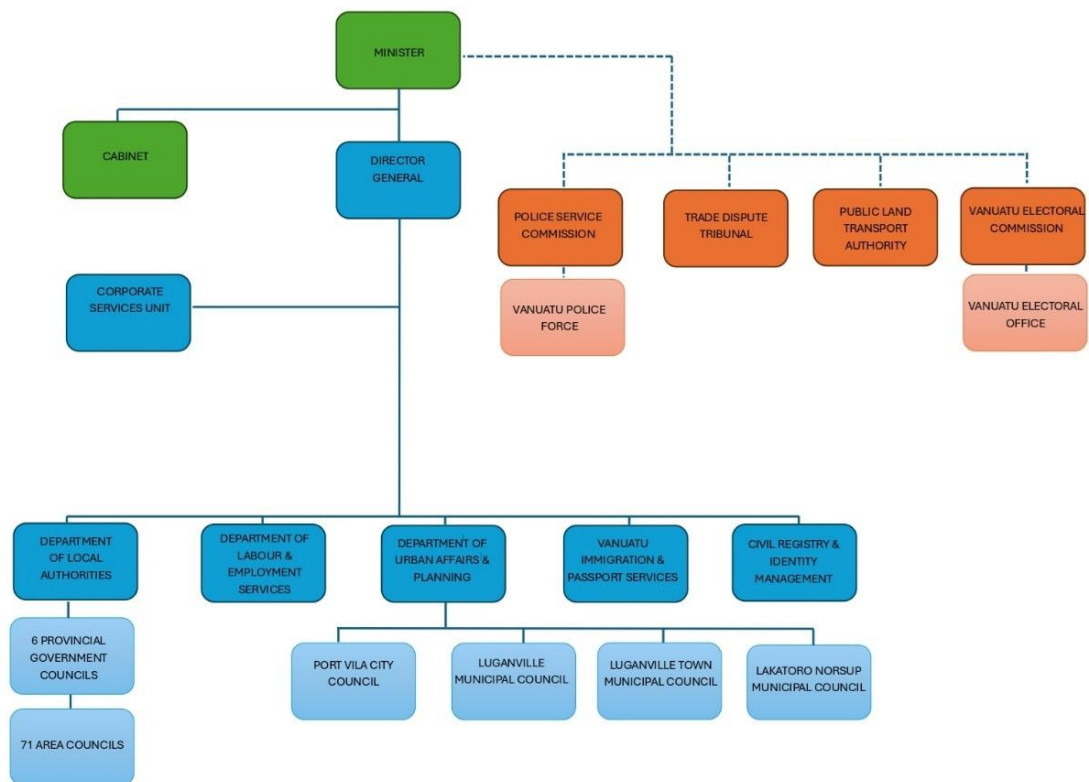


# 3. Corporate Structure

## Organisational Structure

The organizational chart of the Ministry of Internal Affairs illustrates the reporting hierarchy, key departments, and leadership framework. The PSC-approved organizational chart is inserted below to provide a visual representation of the Ministry’s structure as of the end of 2025.

Figure 3.1: Ministry of Internal Affairs Organizational Structure





## 4. Corporate Overview

An Overview of the Ministry of Internal Affairs: Structure, Mandates, and Services

### Our Guiding Principles

The Ministry of Internal Affairs and its associated bodies are driven by a unified purpose to serve the people of Vanuatu. Our work is founded on the following principles, which guide every policy, program, and service we deliver.

Fig 4.1 MOIA Mandate

MANDATE

The Ministry is responsible for governance, security, local authority, civil registration, labour, urban development, immigration, elections, and decentralized service delivery across all six provinces and 71 area councils.



VISION

Building resilient governance, representation, and inclusion for a safe, secure, and prosperous Vanuatu.



MISSION

To establish and maintain good governance systems, provide effective and efficient public services, and ensure the safety and security of all citizens by empowering local communities and upholding the rule of law.



CORE VALUES

- Integrity ▪
- Accountability ▪
- Transparency ▪
- Equity ▪
- Teamwork & Cooperation ▪
- Quality Service ▪

### Operational Departments

Reporting to the Director General, these five core departments are responsible for delivering key public services and implementing the Ministry's mandate on the ground.

#### Department of Local Authorities

This department is central to the government's decentralization strategy and oversee the implementation of the Decentralization Act [CAP 230] across the six (6) provinces and

seventy-one (71) Area Councils. It empowers local communities by overseeing and supporting provincial and area-level governance structures.

**Responsibilities:** Administering and managing provincial and area councils, facilitating local development planning, and ensuring effective service delivery at the local level.

**Oversight:** Manages 6 Provincial Government Councils and 71 Area Councils across Vanuatu.

*Legislative Mandate: Decentralization Act (Cap 230); Physical Planning Act [CAP 193] and Local Produce CESS [CAP207].*



### Department of Labour & Employment Services

Focuses on creating a safe, fair, and productive work environment for all. It manages labour relations, work permits, and employment programs, including seasonal labour mobility.

**Responsibilities:** Enforcing labour laws, managing work permits for non-citizens, promoting occupational health and safety, and administering seasonal employment programs.

*Legislative Mandate: Employment Act [CAP 160 ]; Labour (Work Permits) Act [Cap 187] Seasonal Employment Act; Trade Unions Act; Trade Dispute Act; Minimum Wage Act; Health & Safety At Work [CAP 195]; and related employment legislations and regulations.*

### Department of Urban Affairs & Planning

Responsible for the sustainable development and management of Vanuatu's urban centers. This department develops planning frameworks to guide urban growth and housing, Foreshore Development and administers municipalities.

**Responsibilities:** Formulating urban planning policies, managing land use in declared physical planning areas, and providing technical support to municipal councils.

**Oversight:** Supports the municipalities of Port Vila, Luganville, and Lenakel.

*Legislative Mandate: Municipalities Act [CAP 126]; Physical Planning Act [CAP 193] Foreshore Development Act [CAP 90]; National Building Code; and related planning regulations.*

### Vanuatu Immigration & Passport Services

Manages the legal movement of people across Vanuatu's borders. It is responsible for border control, visa issuance, and providing citizens with essential travel documents.

**Responsibilities:** Issuing passports to Vanuatu citizens, managing visa applications and residency permits for foreign nationals, and controlling entry and departure at all ports.

*Legislative Mandate: Immigration Act No. 17 of 2010 and the Passports Act. No. 20 of 2009.*

### Civil Registry & Identity Management (CRIM)

Maintains the official record of all vital life events for Vanuatu's population. This service is fundamental for legal identity, access to services, and national statistics.

**Responsibilities:** Registering births, deaths, marriages, and adoptions. Issuing official certificates and managing the national identity system.

*Legislative Mandate: Civil Registration and Identity Management Act No. 28 of 2021.*

## Associated Independent Bodies

These statutory bodies operate with a degree of independence but fall under the portfolio of the Minister of Internal Affairs, who provides high-level oversight.

### Vanuatu Police Force (VPF)

The national police service responsible for maintaining law and order, protecting life and property, and preventing and detecting crime. The VPF operates independently in its law enforcement duties.

*Legislative Mandate: Police Act [Cap 105]. Road Traffic Control Act; and other related regulations/legislations such as General Police Order.*

### Police Service Commission

An independent body responsible for the appointment, promotion, and discipline of police officers, ensuring the VPF maintains high standards of professionalism and integrity.

*Established under the Police Act [Cap 105].*

### Trade Dispute Tribunal

A quasi-judicial body established to hear and resolve trade and labour disputes between employers and employees through conciliation and adjudication, ensuring fair and timely resolution.



*Legislative Mandate: Trade Disputes Act [Cap 162].*

### Public Land Transport Authority (PLTA)

Regulates and manages public land transport services, including buses and taxis. The PLTA works to ensure that transport is safe, reliable, and accessible for the public.

*Legislative Mandate: Public Land Transport Act No. 4 of 2015.*

### Vanuatu Electoral Commission & Electoral Office

These two interrelated institutions are responsible for the independent and impartial conduct of all national, provincial, and municipal elections.

**Electoral Commission:** Has general responsibility for and supervises the registration of electors and the conduct of elections.

**Electoral Office:** The operational arm that implements electoral processes, including managing voter registration and administering polling day activities.

*Legislative Mandate: Electoral Act No. 16 of 2023; Referendum Act [CAP297]; Political Parties Registration Act No. 15 of 2023.*

## Ministry's Strategic Objectives

The Ministry's strategic objectives are aligned with National Government Priorities under the National Sustainable Development Plan (NSDP) 2015 – 2030, and sectoral development plans:

The Ministry's strategic objectives are aligned with National Government Priorities under the National Sustainable Development Plan (NSDP) 2015 – 2030, and sectoral development plans:

### 1. Strengthen Governance & Decentralization

**NSDP Alignment:** SOC 6.5 / ECO 3.6

**Lead Department:** DLA

**Key Focus Areas:** Enhance local governance structures, improve service delivery in provinces, and empower area councils.

### 2. Improve National Security & Border Control

**NSDP Alignment:** SOC 5.3 / 5.4

**Lead Departments:** VIS / VPF

**Key Focus Areas:** Strengthen law enforcement, modernize border management, and introduce advanced immigration and security systems.

### 3. Enhance Electoral & Democratic Processes

**NSDP Alignment:** SOC 6.3

**Lead Department:** VEO

**Key Focus Areas:** Ensure free, fair, and transparent elections, improve voter registration, and implement electoral reforms.

### 4. Promote Labor Mobility & Employment Opportunities

**NSDP Alignment:** ECO 4.5 / 4.6 / 4.7

**Lead Department:** DLES

**Key Focus Areas:** Expand Labor mobility programs, ensure worker protection, and enhance job opportunities locally and abroad.

### 5. Develop Sustainable Urban & Local Planning

**NSDP Alignment:** ENV 4.1

**Lead Departments:** DUAP / DLA

**Key Focus Areas:** Implement zoning regulations, infrastructure development, and resilience planning for urban centers.

### 6. Modernize Civil Registration & Identity Management

**NSDP Alignment:** SOC 6.9

**Lead Department:** CRIM

**Key Focus Areas:** Expand access to National ID services, digitize records, and strengthen data protection and identity verification.

### 7. Strengthen Financial & Institutional Performance

**NSDP Alignment:** ECO 1.2

**Lead Department:** VIS



**Key Focus Areas:** Improve revenue collection, enhance budget management, and enforce financial compliance across departments.

**Lead Department:** CSU

**Key Focus Areas:** Enhance capacity building, digital transformation, good governance, legal reforms, and human resource development

8. Strengthen National Institutions

NSDP Alignment: SOC 6.4

# MINISTRY OF INTERNAL AFFAIRS

REPUBLIC OF VANUATU · 2025 ANNUAL REPORT

## 2025 KEY ACHIEVEMENTS

Annual Performance Highlights · All Departments & Agencies

<p><b>CORPORATE SERVICES UNIT</b></p> <ul style="list-style-type: none"> <li>3rd Best Performing Ministry 2024; 6 Presidential Awards</li> <li>MOIA Major Sponsor for first-ever National NGO Day</li> <li>First National CSO Stakeholders Meeting 2025</li> <li>Corporate Plan Review &amp; NISCOL Concession Agreement</li> </ul>	<p><b>DEPT. OF URBAN AFFAIRS &amp; PLANNING (DUAP)</b></p> <ul style="list-style-type: none"> <li>National Housing Policy launched – November 19, 2025</li> <li>Building Code launched – December 2, 2025</li> <li>Lakatoro-Norsup Municipality declared – October 9, 2025</li> <li>Havannah Marina Township Launch – Vanuatu's first</li> <li>PPP Climate Resilient Affordable Housing Launch</li> <li>Port Vila Market House Reopening &amp; CBD Concept Plan</li> </ul>
<p><b>DEPT. OF LOCAL AUTHORITIES</b></p> <ul style="list-style-type: none"> <li>Area Council Building Openings: Tongariki, Southeast Ambrym, Torres, South Epi, East Epi</li> <li>Business Centre Launch – South Malekula (Okai)</li> <li>Handover of 15 Quad Bikes, Boats &amp; Starlink – 5 Provinces</li> <li>37 Starlink sets &amp; 7 fibreglass boats – VCCRP</li> <li>First Area Administrators Forum held</li> </ul>	<p><b>IMMIGRATION &amp; PASSPORT SERVICES (VIS)</b></p> <ul style="list-style-type: none"> <li>New Passport Biometric System now in use</li> <li>Immigration Extension Office – Luganville opened</li> <li>National Migration Policy – Vanuatu's first-ever</li> <li>National Consultation on API and PNR</li> </ul>
<p><b>DEPT. OF LABOUR &amp; EMPLOYMENT (DOLES)</b></p> <ul style="list-style-type: none"> <li>National Employment Policy launched – November 21, 2025</li> <li>First-Ever Labour Force Survey commenced – January 2025 (DOLES &amp; VBOS)</li> <li>First-Ever Reintegration Day 2025</li> <li>Labour Mobility Reintegration Strategy Launch</li> </ul>	<p><b>ELECTORAL OFFICE (VEO)</b></p> <ul style="list-style-type: none"> <li>Successful Snap Election – democratic continuity</li> <li>General Election &amp; Provincial Elections conducted</li> <li>2 By-Elections successfully administered</li> </ul>
<p><b>CIVIL REGISTRY &amp; IDENTITY (CRIM)</b></p> <ul style="list-style-type: none"> <li>RV5 Civil Registration System Launch</li> <li>National ID Machines – Ambrym, Malekula, Epi islands</li> <li>MOA with Ministry of Justice – CRIM &amp; Child Desk</li> <li>UNCDF Digital Payments Scoping</li> </ul>	<p><b>VANUATU POLICE FORCE (VPF)</b></p> <ul style="list-style-type: none"> <li>Appointment of VPF Commissioner</li> <li>Groundbreaking Ceremony – new Port Vila Central Police Station</li> <li>48 New Police Graduates – ranks strengthened</li> <li>Additional UN Peacekeeping Officers deployed</li> <li>New Fire Trucks acquired</li> <li>China Donation: 4 New Patrol Boats (replacing 4 FAST boats), 20 Motorbikes, 20 Trucks</li> <li>Community Safety Teams (CSTs) expanded to 17 in 2025</li> <li>VPF People's Plan 2025-2027 officially launched</li> <li>EEZ Patrol – 3 illegal fishing vessels captured</li> <li>Operation Spotlight – curbing youth delinquency</li> </ul>

**MINISTRY REVENUE ACHIEVEMENT 2025**  
 The Ministry achieved revenue collection of over **34% above** the projected Ministry revenue target for 2025 – a significant milestone reflecting strengthened financial performance across all departments and agencies.

<b>"9"</b> AGENCIES	<b>"6"</b> PROVINCES	<b>"4"</b> MUNICIPALITIES	<b>60+</b> KEY ACHIEVEMENTS
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## 4.1 Summary of 2025 Performance Against Corporate Plan Objectives

This report outlines the performance of the Ministry of Internal Affairs (MOIA) and its departments against the objectives and key activities set out in the MOIA Corporate Plan 2022-2026 and the 2025 Business plan.

**Reporting Period: Quarter 4, 2025**

### Cabinet & Corporate Services Unit

#### Office of the Director General

Corporate Plan Objective	2025 Business Plan Key Activities	Progress	Notes
<b>Objective 1: To manage Cabinet services, providing coordination of all departments and statutory portfolios under the Ministry.</b>	Advice on matters related to the Ministry functions and COM deliberations provided to Political Advisors and the Cabinet support staff of the Ministry (DCO/COM Papers).	100%	MOIA has successfully tabled 19 DCO/COM Papers which have COM Decision outcomes for implementation.
	Number of Department per PA	100%	Completed
	Prompt preparation and review of cabinet officers' contract with communication through SLO, seeking legal advice on OSA issues as necessary	100%	All travel arrangements have been done on time
	Coordinate Minister's Domestic and International Travel	100%	All contracts prepared on time.
	Number of meetings with stakeholders	100%	Secured GfG Funding Agreement for Decentralization and Regional and Urban Planning.
<b>Objective 2: To provide support for the effective administration, budget expenditure support of Cabinet and the Minister's office;</b>	Regular Management meetings with Heads of Department with Actions Arising for implementation	42%	5 Executive Meeting held
	Operations of the Cabinet are run efficiently within the limited budget maintained in collaboration with the Director Generals Office.	100%	All quarterly reports are produced.



	Advise Minister with any financial matters and budget submission	100%	Regular budget updates provided to the Minister
<b>Objective 3: To progress the implementation of Government policy directives and alignment of the departments activities with the NSDP</b>	Development of policy directions and propose implementation measures	80%	Policy development on track

**Administration & Support**

Corporate plan objective	2025 Business Plan key Activities	Progress	Notes
<b>Objective 1. To provide leadership direction, administration, coordination and support services across all portfolios of the Ministry, including coordination in responding to natural disaster</b>	Regular staff and monthly meetings	100%	Regular staff meetings are now being conducted every Monday with Heads of Units and staff
	HR and Finance Network implementation of leadership directives, administration, coordination and support services	100%	Two HR and three Finance Network meetings conducted in Q1, Q2 & Q3
	Attend DCO meetings with appropriate paperwork DCO Papers, draft Ministry Policy Papers and Briefing Notes as needed	100%	20 COM papers developed and tabled in DCO meetings
	Provide support to provinces on planning, budgeting reporting, recruitment processes, policies, and legislation	100%	HR Unit and M&E Unit conducted trainings in Penama, Sanma, Malampa and Tafea Provinces
	Provide support services (Admin/Security/Cleanliness of the Compound	85%	All listed actions acheived

**Human Resources Management Unit**

Corporate Plan Objective	2025 Business Plan key Activities	Progress	Notes
<b>Objective 8: Undertake human resources management for the</b>	Coordinate and provide support to	58%	DLA structure- drafted Final consultation with PSC; DLA



<b>Ministry to progress restructure to ensure staffing, and capacity building for effective service delivery in central and decentralized provincial locations.</b>	the Department structure under MOIA		work on the amendments. VIS-Draft still in consultation with Heads of Unit. CSU- Draft still in consultation with HoU
	Coordinate recruitment within MOIA	95%	Total vacant budgeted positions (2025): 46 Progress so far: • 21 positions filled (permanent, contract, temporary, interns) • 8 positions at final stage (awaiting PSC consideration) • 8 positions at first stage (awaiting DoFT approval).
	Number of trainings	100%	Induction training in collaboration with VIPAM
	Second Induction conduct of new staff for CRIM on 15th September 2025.	57%	Second Induction conduct of new staff for CRIM on 15th September 2025.
	Number of PA's submitted	100%	Work objectives and midyear reviewed completed.
	Number of appraisals submitted	95%	Section A and B for permanent officers submitted. Section C submitted in early 2026
	Number of awardees	75%	- 1 SHEFA - 3 TAFEFA - 1 PENAMA
	Coordinate training and development for staff within MOIA	70%	Conduct for Area Administrators and Sanma Provincial officers
	Development of Database	60%	Quotation provided by Developer. RFQ developed and submitted to developer signed Contract to be signed by DG
	Coordinate Disciplinary process	100%	1 Ministerial disciplinary committee framework developed.
Coordinate of MOIA employees, salaries, allowances and severance pay	80%	Termination, resignation for the first quarter and second quarter are paid. There are four severances settled.	
<b>Objective 9: To progress the implementation of government policy directives and alignment of the</b>	Establishment of Provincial Corporate Services Unit (CSU) and elevation of SG	50%	Elevation of SG position considered in the Amendment to Public Service Act



department activities with NSD	and provincial-based Managers		
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**Monitoring & Evaluation unit (M&E)**

Corporate Plan objective	2025 Business Plan Key Activities	Progress	Notes
<b>Objective 2. To provide M&amp;E reports as per GOV planning and reporting cycle to promote accountability, transparency and compliance.</b>	Timely planning, implementation and reporting of as per government cycle	<b>100%</b>	In progress, MOIA Q1, Q2, Q3 and 2025 Business plan submitted in line with the Government cycle.
	Development of real-time data and dashboard for monitoring purposes	<b>60%</b>	Training delivery with Directors completed and already reporting using this tool since Q1 & Half year report, except we still need to make some cleaning up along the way before it is uploaded.
	Provincial/Municipal Business plan training delivery	<b>70%</b>	Trainings were conducted in Panama, Sanma, and Malamba. Tafea and Torba are planned for completion before year-end.
	Quality Municipal reports	<b>50%</b>	Completed for Luganville while more improvements for Port Vila
	Review of MoIA Corporate Plan	<b>100%</b>	Completed

**Finance Management Unit**

Corporate Plan Objective	2025 Business Plan Key Activities	Progress	Notes
<b>Financial Management and Budgeting</b>	Assets register up to date & compliance with PEM & GCT Acts.	<b>100%</b>	MOIA Asset Database developed and access were given to all MOIA Finance Officers.
	Submission of 2026 MOIA budgets into VBMS	<b>100%</b>	Completed
	Provide financial reports with underspends, overspends, Expenditure and revenue analysis.	<b>100%</b>	Adequate financial reports were provided to the various agencies. Usually provided during the Executive meeting



	Approved annual Business plan with budget estimates.	100%	Year 2025 Business plan were developed.
	Provide advice and assist MOIA Finance officers with their finances.	100%	Copy of advices and circulars circulated to all Finance Officers

**Internal Audit Unit**

Corporate Plan Objective	2025 Business Plan Key Activities	Progress	Notes
<b>Internal Audit and Risk Management</b>	Submit internal audit reports	100%	7 Engagements conducted by IAU - Tafea province and 4 Area Councils: Spot Check Report issued on 7th March 2025 - LTMC: Spot check Report issued on 13th March 2025 - Shefa province and 8 Area Councils: Spot Check Fieldwork conducted. Report issued on 15th May 2025 - Penama Province Spot Check report issued on 14th July 2025 - LMC Spot Check report issued on 8th September 2025 - Sanma & Malampa Province, report is yet to be issued.
	Establish an internal audit committee	100%	Approval granted to use MFEM RAC
	Coordinate and audit committee meetings	100%	3 x JDs drafted and submitted to HR unit
	Restructure and expand audit unit	100%	3 x JDs drafted and submitted to HR unit
	Increase unit budget	100%	2025 budget reprioritization increases unit funding element to VT 4.6 million.
	Establish an effective and secure audit management system.	85%	MOU signed in July 2025. Installation in November. Activity Due date extended to December.

**Compliance Unit**

Corporate Plan Objective	2025 Business Plan Key Activities	Progress	Notes
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<b>Objective 6: Provide M &amp; E reports to DG on legislation drafting &amp; approvals, policy &amp; planning implementation;</b>	Coordinate department legislative, Regulation orders & amendment for DG upon request by departments according to needs analysis	<b>100%</b>	11 Legislative Documents 38% Above target
	Assist in drafting and review policy papers	<b>85%</b>	17 policy papers produced
	Review the MOIA Corporate Plan	<b>100%</b>	Completed
	Development of new policy initiatives per sector or as demanded	<b>100%</b>	Completed
	Draft legal advice for Minister and key stakeholders	<b>100%</b>	Achieved above target with 10 Requests for Advice sought with responses.
	Monitor and implement Annual Legislative Plan for 2025	<b>100%</b>	Completed
	Joint Operation	<b>100%</b>	Spot checks and compliance on firearms, work permits, visas, armorial bearings, health and safety conditions and expired goods.
<b>Objective 7. Undertake NGO coordination for consultative partnerships and initiatives in civil society;</b>	Meetings with stakeholders to track progress of VANGO initiatives to progress NGO related policy	<b>100%</b>	Dependent on number of NGOs that come forward to be registered given the duality of registration functions with primary registration being done at VFSC.

**Project Management Unit**

Corporate Plan Objective	2025 Business Plan Key Activities	Progress	Notes
	Effective project implementation	<b>45%</b>	Most of the major projects are progressing well while others have some critical issues to be dealt with (see project list for updates. Particularly for VPF and one from DLA.
	Number of meetings attended/organized	<b>83%</b>	Attended meetings with ADB project team and UNDP project team and other



			stakeholders such as Vanuatu Police, Labour team and others
Visit project site	60%		Visited projects sites including Korman, Fresh wota Seaside and Port Vila central Police Station

### Department of Local Authorities (DLA)

The DLA has been active in legislative review, capacity building, and improving service delivery at the provincial and local levels.

Corporate Plan Objective	2025 Business Plan Key Activities	Progress	Notes
<b>1. Develop and support implementation of the relevant legislative frameworks, policies, and strategies in Decentralization.</b>	Review and amend Decentralization Act [CAP 230] and Produce Cess Act [CAP 207].	100%	Decentralisation amendments passed by Parliament Produce CESS Act is under consultation.
	Develop new Departmental Structure.	80%	Structure submitted to OPSC for review.
	Develop a step-by-step process for declaring a Regional Hub.	50%	Awaiting wider consultation between DLA, DUAP, and Consultants.
<b>5. Improve service delivery and organizational capacity.</b>	Organize the Area Administrators Forum.	100%	Completed.
	Conduct performance audits of staff in provinces.	60%	Spot checks completed for Tafea and Shefa provinces and their Area Councils.
	Facilitate LA's 2026 budget presentations.	100%	Successful completion, submission of provincial budgets and Minister's approval obtained.
	Facilitate procurement for Area Council projects.	80%	Ongoing activity.



### Department of Urban Affairs & Planning (DUAP)

DUAP has made significant progress in legislative reform, urban planning, and improving administrative systems.

Corporate Plan Objective	2025 Business Plan Key Activities	Progress	Notes
<b>4. To provide technical advice and assistance to the Ministry of Internal Affairs and the three (3) municipalities.</b>	Develop new planning and Foreshore policies, legislations, Regulations and Planning guidelines.	100%	Amendments to CAP 126 and Foreshore Development Act was passed by Parliament. Legislative review of CAP 90 commenced
	Support Municipalities in their annual audits.	70%	Spot checks conducted on Lenakel Town Municipal Council (LTMC) and Luganville Municipal Council (LMC).
	Develop and support business plans and reports for municipalities.	100%	All quarterly reports completed.
<b>2. To enable partnerships for urban centers development.</b>	Develop new partnership arrangements including investment & donor projects.	80%	Submission of monthly project reports and audit reports for GPVURP compliance is in progress. The Water and Sanitation Project and Vanuatu Affordable Resilient Housing (VARS) experienced delays but delays were from implementing agencies.
	Support Municipalities in decentralization.	80%	Amendment to the Municipalities Act for the appointment of Ward Administrators approved by parliament.
	Undertake restructuring of the department.	80%	Draft structure completed and JDs updated.



<b>4. Provide interactive ICT based systems for improved administration.</b>	Develop e-filling system and e-Planning.	60-80%	In progress.
<b>6. To enhance public safety and optimize government office locations.</b>	Create safer urban spaces by eliminating hazardous structures.	100%	Assessment report and demolition plan completed. New Port Vila CBD Concept Plan developed, approved by COM and launched.

### Department of Labour & Employment Services (DOL)

The DOL has focused on improving employment standards, managing labour mobility, and strengthening stakeholder relationships.

Corporate Plan Objective	2025 Business Plan Key Activities	Progress	Notes
<b>5. To provide access to safe, equitable work opportunities through labour programs, training and compliance to labour rights and legislation.</b>	Ensure equity/fairness in domestic & international employment markets.	70% (above target)	Revenue collection from work permits, spot fines, and license fees reached 26,816,400 VUV in Q3.
	Promote standards for decent work and strengthen compliance with all Vanuatu's labour laws.	33%	Development of an Employment Relations Manual and SOPs is underway. 37 disputes were settled in Port Vila and 33 in Santo.
	Promote and maintain good working relationships between tripartite labour partners.	80%	Four Tripartite Labour Advisory Council (TLAC) meetings were held.
<b>4. Enforce compliance for employment standards according to ILO Conventions and Vanuatu labour laws.</b>	Undertake inspections for compliance.	100%	Conducted 14+ joint operations and 7 construction workplace inspections. 31 improvement notices were served.



<b>5. Advocate for workers' rights and welfare.</b>	Conduct awareness programs and public consultations.	100%	Multiple awareness activities conducted, including social media campaigns, radio shows, and community meetings.
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### Department of Civil Registry & Identity Management (CRIM)

CRIM has made progress in improving the registration of vital events and the issuance of National ID cards, with a focus on expanding services to provincial areas.

Corporate Objective	Plan 2025 Business Plan Key Activities	Progress	Notes
<b>6. To provide legal identity and vital statistics through Identity Management for all.</b>	Improve coverage for registration of vital events (births, deaths, etc.).	90%	Field work completed in all provinces except Shefa & Sanma. Central Registry access provided to 83% of Area Councils.
	Establish and maintain Central Registry (Register VIZ data base) and Population Registry.	80%	System backend and frontend built, now in testing. Data integration with MOJCS, VNPF, and Education is complete.
	Improve coverage for issuance of National Identity Cards.	96%	Ongoing issuance at counters and through fieldwork. ID printers installed in Malampa, Shefa, Sanma and Tafea.
	Regulate and develop policies, legislation and strategies related to registration of CRIM and National ID.	40%	Policy development for inclusion in Civil Registration processes is 40% complete.
	Improve service delivery and organisational compliance.	100%	Recruitment and training activities are ongoing.



### Department of Vanuatu Immigration and Passport Services (VIS)

VIS has focused on policy development, legislative review, and enhancing its operational systems to better manage migration and passport services.

Corporate Plan Objective	2025 Business Plan	Progress	Notes
Key Activities			
<b>7. To provide essential services to protect the nation of Vanuatu by controlling the movement of people at international points of entry through management of passport, visa and travel identity documentation.</b>	Develop and implement a Migration Policy.	100%	Migration Policy completed and ready for launch
	Review the passport Act and Immigration Act No.17 of 2010.	90%	Passport Act (amendment) passed. Consultation on the Immigration Act is being completed for submission to COM.
	Enhance the MIDAS system.	100%	MIDAS system at the airport connected to Interpol. Mobile KIT data synchronization and e-VISA upgrade are in progress.
	Improve revenue collection.	100%	Revenue collection was above target.
	Protect & upgrade the integrity of Passport and Travelling documentation.	100%	Citizenship process to be completed. New Amendments introduced in Passport Act to strengthen security of passports.
	Advise sector stakeholders on issues relating to Passport and Travelling documentation.	90%	Ongoing but advice was provided to many agencies including Ministry of Foreign Affairs and External Trade.



	Decentralise Passport and Travelling Document services.	95%	Established offices across all provinces except Penama.
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**Vanuatu Electoral Office (VEO) & Vanuatu Electoral Commission (VEC)**

The VEO and VEC have been actively engaged in conducting elections, improving electoral processes, and undertaking legislative reforms.

Corporate Plan Objective	2025 Business Plan Key Activities	Progress	Notes
<b>8. To conduct efficient elections with validated Electoral Roll and improved election procedures.</b>	Conduct efficient & credible elections through improved election procedures.	100%	Provincial and Municipal elections conducted. Four new polling stations created and three relocated.
	Maintain an efficient national voter register based on the National ID Number.	90%	Ongoing utilization of the central civil register to extract and validate voter lists.
	Increase Civil Engagement through public voter information and awareness.	100%	Awareness materials printed and videos produced. Communication strategy implementation is ongoing.
	Improve service delivery and organizational compliance.	100%	Recruitment for 3 positions is underway. The 2026 elections budget has been completed.
<b>9. To oversee policy development &amp; implementation of registration of eligible electors and conduct of all elections.</b>	Drive policy development & implementation.	100%	10 Electoral Commission meetings held.
	Lead development of legislative framework for electoral system.	100%	Review of the Single Harmonized Electoral Act & Political Party Registration Act completed.



	Provide electoral dispute resolution.	75%	Disputes from recent elections have been reviewed and documented.
	Undertake consultation for reform.	75%	Awareness meetings held with stakeholders.
	Undertake restructure to improve VEC service delivery.	100%	Restructure approved and a New Policy Proposal (NPP) has been submitted.

### Public Land Transport Authority (PLTA)

The PLTA has been working on modernizing its systems, enhancing regulatory frameworks, and improving service delivery for public transport.

Corporate Plan Objective	2025 Business Plan Key Activities	Progress	Notes
<b>10. To control the operation and management of public land transport in Vanuatu.</b>	Harmonize legislative and policy framework for ICT-based operations.	90%	HRMIS 90% complete. Legislative amendments passed by parliament

## 4.2 Report Against Annual Development Report (ADR) Targets

Guided by the National Sustainable Plan (NSD) 2016-2030, the Department of Local Authorities (DLA) champions strengthening decentralization, enhancing governance at the provincial and area councils, improving service

### DEPARTMENT OF LOCAL AUTHORITIES

delivery to communities across Vanuatu. Through empowering local councils, promoting participatory decision-making and supporting sustainable development, DLA ensures that local governance remains responsive, inclusive, resilient and aligned with national development priorities.

#### 1. Strengthening Decentralization and Local Governance

- **Pillar:** Social Governance

- **Goal 1:** Strengthen governance and institutional capacity to improve service delivery at the local level.
- **Objective 1.1:** enhance the effectiveness of decentralized governance structures by improving service delivery mechanisms, increasing civic engagement, and ensuring inclusivity in local decision-making.

In 2025, DLA advanced the decentralization through the engagement of a consultant to support the write up of the Decentralization



Policy Framework which we envisage to have a draft document by the first quarter of 2026.

The legislative amendment of the Principal Act- Decentralization Act (CAP 230) was amended in the second extra ordinary session of Parliament in October which saw a cumulative list of small amendments endorsed by Parliament and listed in the Official Gazette in December 2025. In terms of the Local Produce Cess (CAP 207), a lot of effort has been centred around research and assessment and has involved to an extent some consultations held with different government and private agencies.

### Other DLA Decentralization Achievements 2025

- Shefa and Penama's Councillor's Induction after the establishment of their new Councils
- Revised and Approved Elected Officials Handbook printed
- Provincial and DLA Standard Operating Procedures (SOP) to support disaster planning and response is developed (complete and in draft version)
- DLA Head of Units Meeting (twice) was held with all key Government Officials (SGs)
- Facilitated the Provincial By-Laws for gazettal: Tafea (2 Bylaws), Sanma (2 By-laws, Torba (9 By-laws),
- Facilitated further By-Laws for the Office of the Attorney General to review: (Shefa (9 By-laws and Torba 13 By-Laws)
- commenced the Decentralization Report with the support of the Governance for Growth Project. This is earmarked for completion in 2026.
- Conducted consultations with Provincial Councils on the new revised standardized Provincial Staff Regulation and the Provincial Government Councils Standing Order.
- Undertake Administrative & Finance Audit for Penama Provincial Council



*Fig 4.2.1 Attendance at the Penama*



*Fig 4.2.2 Penama's Councillors Induction*

## 2. Enhancing Revenue Generation and Financial Management at the Provincial and Area Council Levels.

### Pillar: Economic Development

- **Goal 2:** Improve financial sustainability and revenue management for local government authorities.
- **Objective 2.1:** Support Provincial and Area Councils in increasing their revenue base through improved financial planning, accountability, and transparency measures.

The Finance Unit under the Department of Local Authorities (DLA) and the Office of the Director have continued to advocate strongly for local authorities to prioritize the development and expansion of their investment portfolios. This can be achieved through various avenues, including the formulation of bylaws, establishment of businesses, and pursuit of strategic investments. Such measures are essential for building a more sustainable financial foundation for our provincial councils, enabling them to remain resilient and operationally



independent even if government funding support is discontinued. Further focus has been on improving Councils performances through strict adherence to financial regulations and legislations at the Provincial and Area Level and also providing proper training and advise for the development of Provincial Council Budgets.

Some of the key undertakings have been:

- Spot Checks undertaken in the Provinces of Penama, Tafea, Sanma and Malampa.
- Facilitated the Provincial Budget Presentations to the Budget Committee in Port Vila for further scrutiny and assessment before finalized and prepared for submission the Minister of Internal Affairs for his final endorsement.
- Attendance at the Penama Provincial Council’s Budget Sitting to provide advice and guidance to the Council.

- Ongoing technical support, guidance and mentorship to the Six Provincial Accountants on matters pertaining to their finances
- DLA undertook the Procurement for all the six provincial government councils in 2026 as a means to Fast track procurement and provide effective support to our Area Councils and Provincial Councils.
- Facilitated the Local Authorities support in the amount of 8 Local Authorities (6 Provincial Councils, Luganville Municipality & Lenakel Town Municipality) at the amount of 8 million Vatu to PVCC to support its recovery efforts after the 2024 Earthquake.



*Fig 4.2.3 Provincial Budget Presentation to the Budget Committee*



*Fig 4.2.4 Spot check Audit @ south Santo Area council*



*Fig 4.2.5 Audit Spot checks @ South west bay, Malampa Province.*



### 3. Infrastructure Development and Asset Management

**Pillar:** Economic Development

**Goal 3:** Strengthen local government infrastructure and improve access to services in rural and urban communities.

**Objective 3.1:** Develop and maintain infrastructure that supports local government operations, enhances service delivery, and ensures accessibility to remote communities.

DLA continued to improve its physical infrastructure and operational capacity throughout the year. The department's strategic investments have significantly enhanced service delivery capabilities across all Provinces and Area Councils, bringing government services closer to remote communities and strengthening the foundation for sustainable local governance.

#### Key Infrastructure Achievements-Summary

- **Infrastructure improvements at the DLA Headquarters**, enhancing workplace efficiency and operational capacity for central coordination.
- **Eight (8) Area Council buildings completed and open for use:** West Gaua, East Gaua, South East Tanna, West Santo, Varsu Area Council (East Epi), Futuna, and North Efate. These facilities provide dedicated spaces for local governance and community engagement.
- **Procurement of new transportation assets (Quad Bikes):** 15 quad bikes distributed across provinces (3 in Shefa, 3 in Tafea, 1 in Sanma, 3 in Penama and 5 in Malampa) to improve accessibility in remote and challenging terrain.
- **Acquisition of Boats to support service delivery:** (1 in Shefa, Makira/Mataso Area Council to enhance inter-island connectivity and service delivery to maritime communities.

### 4. Strengthening Institutional Capacity and Staff Development

**Pillar:** Social Development

**Goal 4:** Enhance human resource capacity to support decentralized governance and improve service delivery.

**Objective 4.1:** Build a skilled workforce within local government institutions through training recruitment, and professional development initiatives.

Capacity Building of our staffs continue to remain as a key priority area for DLA. There have been some key undertakings:

- DLA Training Needs Analysis (TNA) developed (complete and in draft)
- DLA Employee Award Program (complete and in draft)
- Area Administrators Forum was held in February 2025 to support their capacity building and improve their planning skills.
- DLAs Revised Structure submission-documented and submitted to the Office of the DG and the HRM MoIA CSU
- Held a 1 day Finance Refresher Training for the Area Administrators of the Sanma PGC
- Refresher Training held with Provincial Accountants on Xero, Smart-stream and Audit
- Project Management Training-for all Area Administrators, DLA, DUAP and MoIA CSU Staffs. USP Facilitated the training and the handover of Completion Certificates at the closing of the Area Administrators Forum
- DLA funded a Shefa Refresher Training for its Area Council Staffs (Area Administrator and Area Secretary) on aspects of Planning.



Fig 4.2.6 D. Dir Receiving her certificate on project Management by the MOIA Minister.



Fig 4.2.9 Refresher training with Provincial Accountants on the Xero, smart stream and Audit



Fig 4.2.7 Areas Administrators Forum



Fig 4.2.8 Finance Refresher training for Sanma AA.

### 5. Strengthening Local Government Data Management and Planning

**Pillar:** Economic Development

**Goal 5:** Improve data-driven decision making and strengthen the local governance framework.

**Objective 5.1:** Establish reliable and accessible local government database that enhances policy development, planning and service delivery.

In order to achieve the above, DLA in 2025, has continued to develop and improve data collection and produced various initiatives to support planning, operations and decision-making efforts. Some of these key initiatives are:

- Compiled and shared a 2025 updated Donor Directory with provinces and area councils to improve resource coordination,
- Continued updating of the DLA Website- <https://dla.gov.vu>
- Worked on updating the six provincial profiles with accurate data reflecting the compositions and different thematic areas listed In the profiles.
- Risk Management Framework for Local Authorities (complete and in its draft version)
- Concept Note on Community Development Programs (partially complete)



- Completion of revised Community Profiling template and successful digitization of data collection through the new app. The App is complete however the hosting capacity with the Department of Communication and Digital Transformation (DCDT).

- Key Partner with a lot of government agencies, NGO’s and Projects on sectoral initiatives, projects and key priorities.

## 6. Strengthening Partnerships and Stakeholder Engagement

**Pillar:** Social Governance

**Goal 6:** Foster collaboration with stakeholders to enhance local governance and community development.

**Objective 6.1:** Strengthen partnerships with donor agencies, NGOs, and government institutions to support local development initiatives.

In 2025, one of the Department of Local Authorities' (DLA) key focuses has been strengthening partnerships and stakeholder engagement. This commitment is evident in the Letter of Agreement with the Governance for Resilience Project, as well as the formalization of Governance for Growth support to DLA and the Ministry of Internal Affairs (MoIA). These initiatives aim to enhance planning processes and advance decentralization reforms for more effective local governance and strengthen the resilience of our communities.

Key achievements this year have been:

- Letter of Agreement between DLA/MoIA and Governance for Growth and Gove4Res Project
- Continuous working relationship with the VCAP 2 Project and VCCRP as key projects working with DLA to foster resilience, risk planning, disaster risk management and mitigation initiatives within our communities.



*Fig 4.2.10 Key assets funded by the VCCRP project. The Minister of Climate Change handing Assets to MOIA Minister. Assets include, star links, quadbikes, and boats for Area councils across Vanuatu.*

## 7. Addressing Challenges in Local Government Coordination and Reporting.

**Pillar:** Social Governance

**Goal 7:** Strengthen institutional coordination, policy implementation and reporting mechanisms.

**Objective 7.1:** Develop structured reporting systems that enhance accountability, improve coordination and streamline local government operations.

The Department of Local Authorities (DLA) recognizes ongoing challenges in coordination and reporting between Provincial Government Councils and DLA/Ministry of Internal Affairs (MoIA). Key issues include inconsistent reporting timelines, varying reporting formats, a non-working report template that fails to capture the council element, limited technical capacity in councils, and communication gaps that hinder timely decision-making. To address these, DLA has continued to dialogue with the MoIA CSU particularly with the HR and M&E Units to further improve this process and ensure the mechanism is improved so we don't



leave anyone behind and report to PSC and DSSPAC but have a more workable reporting mechanism that works. When improved, and accepted by all, the reporting templates will be streamline and regular workshops and training will be held to build capacity of staffs and further strengthen the mechanism to have a more digitized system that will support submissions via a portal. DLA aims to continue the work with the CSU Team to improve this process. These measures will enhance compliance, improve data accuracy, and foster stronger collaborative governance.

Some of the work that has been undertaken this year to support this is:

- Hold continuous dialogue with the MoIA CSU to improve the Reporting Format
- Staff Leave Records and Reports are up to date
- DLA Yearly Calendar is developed, printed and shared to all DLA Staffs so they are informed of all important key events and timelines
- DLA Outdoor Information Hub was built to provide information pertaining to all activities being undertaken in our Provincial Councils, Area Councils or at DLA or any national events.
- DLA has put in a Reception Screen Display to showcase the Provincial and Area Councils as information to visitors of the department.
- Reviewed and finalized the Reporting Guidelines and Template for Councillor’s Constituency Allowances and sent out to all provinces to use in 2026
- Developed the DLA 2026 Business Plan
- Developed the Quarter 1 Report, Half Year Report and 3<sup>rd</sup> Quarter Report

## Area Council key project updates by Province

### TORBA PROVINCE

#### Water Pump Installation

**Location:** Loh, Toga, Hiu (Torres Area Council)



**Positive Impact:** *This project addresses the daily challenges faced by the communities in accessing a reliable and sufficient water supply, significantly improving public health and sanitation.*



#### Rain Water Catchment Project

**Location:** Gamalna Community (Mota Area Council)

**Positive Impact:** *By installing new water tanks, this project provides a crucial solution to the community's need for a consistent and safe water source, enhancing overall public health and sanitation*



**SANMA PROVINCE**



**Araki Health Center**

**Location:** Araki Community, Population 134 (South Santo 2 Area Council)

**Positive Impact:** This new facility strengthens primary healthcare delivery by providing improved medical services, upgraded facilities, and enhanced access to quality healthcare for the community, thereby promoting overall health, wellbeing, and resilience.



**Water Pump Installation**

**Location:** Pallon Community (South Santo 2 Area Council)

**Positive Impact:** This project is a direct response to the daily challenges faced by the community, ensuring access to a reliable and sufficient water supply and improving public health and sanitation.

**MALAMPA PROVINCE**



**Nebul New Health Clinic**

**Location:** Nebul Village (North Ambrym Area Council)

**Positive Impact:** Strengthening primary healthcare delivery by providing improved medical services, upgraded facilities, and enhanced access to quality healthcare for communities, thereby promoting overall health, wellbeing, and resilience.



**Vutekai Dispensary**

**Location:** Vutekai Village, Population 57 (Serving surrounding communities of 217) (Paama Area Council)

**Positive Impact:** This new dispensary strengthens primary healthcare by offering improved medical services and facilities, enhancing access to quality healthcare for



*the local and surrounding communities,*

*and supporting social and economic activities within the Area Council.*



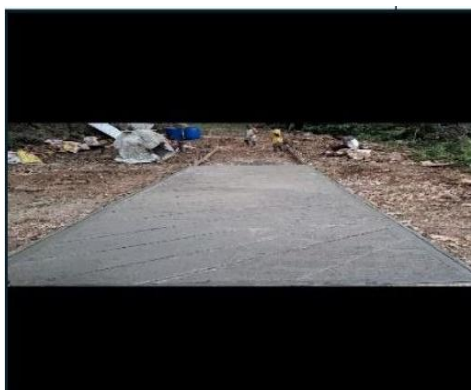
*and promoting overall health and resilience.*

### PENAMA PROVINCE

#### AC Kava Factory

**Location:** *Bwatnapni Village (Central Pentecost 1 Area Council)*

**Positive Impact:** *Provides a sustainable source of income for the Area Council and supports local kava production, strengthening the local economy and providing income-generating opportunities for surrounding communities.*



#### Labultamata Footpath

**Location:** *Labultamata Village, Population 542 (North Pentecost Area Council)*

**Positive Impact:** *Improves safe and reliable access for communities to essential services while strengthening connectivity*

### SHEFA PROVINCE



#### Wiana Community House

**Location:** *Wiana Village (Emau Area Council)*

**Positive Impact:** *Provides a safe and reliable venue for community meetings, social gatherings, and local governance activities. It also serves as a secure evacuation centre during cyclones and other natural disasters, thereby strengthening community resilience and preparedness.*



#### Sauma Market House

**Location:** *Sauma Village (Nguna/Pele Area Council)*



**Positive Impact:** Provides a safe, organized, and hygienic marketplace where local vendors can sell their produce in a clean and welcoming environment. This supports small-scale livelihoods, improves local trade, and strengthens the local economy within the Area Council.

**Location:** Port Narvin (North Erromango Area Council)

**Positive Impact:** An income-generating initiative that supports the financial sustainability of the Area Council while promoting small-scale livestock development, strengthening local livelihoods, and contributing to food security within the community.

**TAFEA PROVINCE**



**Water System Improvement**

**Location:** Imaru Village (Central Tanna Area Council)

**Positive Impact:** This project is a response to the daily challenges faced by the community, ensuring access to a reliable and sufficient water supply and improving public health and sanitation.



**AC Goat Project**

**Output & Impact**

**Case Study: North Ambrym Area Council**

"Pipol blong Not Ambrym oli kam blong aksesem evri seves tru long evri seves provaeda weh oli stap long Eria Kaonsel Hed-Kwota. Wan long ol main Tinktink weh Eria Kaonsel Ofis e stanap behaen long hem emi karem aot ol Priority nid blong ol pipol mo I providem Seves. Wetem Help blong Pablik Woks, oli stat blong putum cement slab lo evri hill blong Not Ambrym, weh hemi wan bikfala jenis from emi mekem ol seveses weh pipol e stap ron from lo Eria Kaonsel I kam moa isi. Long nara tinktink komunitis blong Not Ambrym tu oli luksave importance blo gat access lo ol seveses mo tekem ol Komuniti led initiative blo buildim ol brij mo rod long ol ples weh bifo ol pipol I stap facem had taem blong pas long hem"

**Statement from Jackson Willie, Area Administrator, North Ambrym Area Council**

**Challenge:** In 2025, North Ambrym underwent significant infrastructure improvements. Poor road conditions and bridges had long hindered access to essential government services at the Area Council. Local communities actively supported government and Area Council efforts by providing labor to cement hills and repair roads, ensuring better service accessibility. This collaboration between communities, Area Councils, and government demonstrated the power of collective action to drive meaningful change.

**Intervention:** Area Council Support along with the government’s intervention through Public Works Department and communities together



worked on the construction of roads and bridges to improve road accessibility for the people of North Ambrym to access schools, shops, commercial banks, wharf and other key services.

**Results:**

Improved road infrastructure in North Ambrym, enabling reliable access to essential government services at the Area Council for local communities.

**Measurable Outcomes**

**Accessibility-** Reduced travel time to Area Council by 50-70% through cemented roads and bridges, enabling year-round access even in wet seasons. Previously impassable routes now support daily pedestrian and vehicle movement all around the Area Council Boundary. There is also room for further improvements.

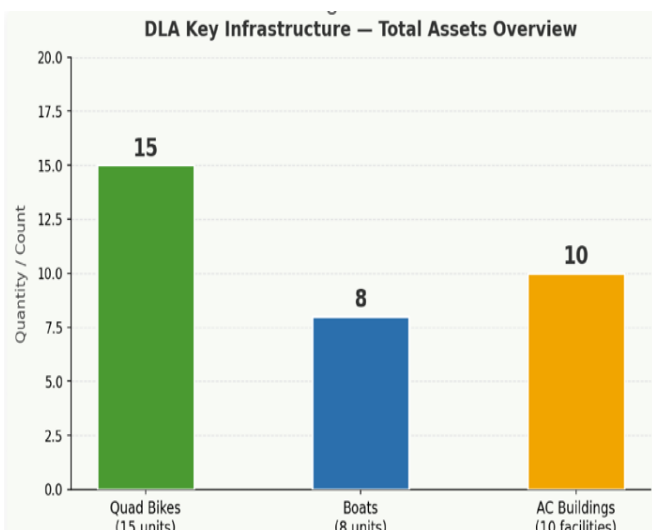
**Service Coverage-**Expanded reach to 80-90% of North Ambrym communities (up from 50%), with health clinics, administrative registrations, and other key services can be accessed more consistently.

**Impact on Service Delivery:**

Enhanced efficiency and reach of Area Council services, such as health, administration, schools, NBV Bank Service, Postal Services, Wharf and community programs, due to reliable road access. This reduces delays, lowers transport barriers for residents, and allows government staff to deliver support more consistently and effectively to the people of North Ambrym.

**Operational Efficiency-**Cut service delivery delays by allowing Area Council staff to visit communities that they need to work with for particular initiatives or hold meetings with. The easement of operational efficiency has increased.

**Community Engagement-**Increased participation in council meetings and programs has increased because villagers are able to travel to the Area Council to attend meetings, workshops and other programs fostering a much more sustained partnership



and increase in the visibility of Area Council to the communities at large

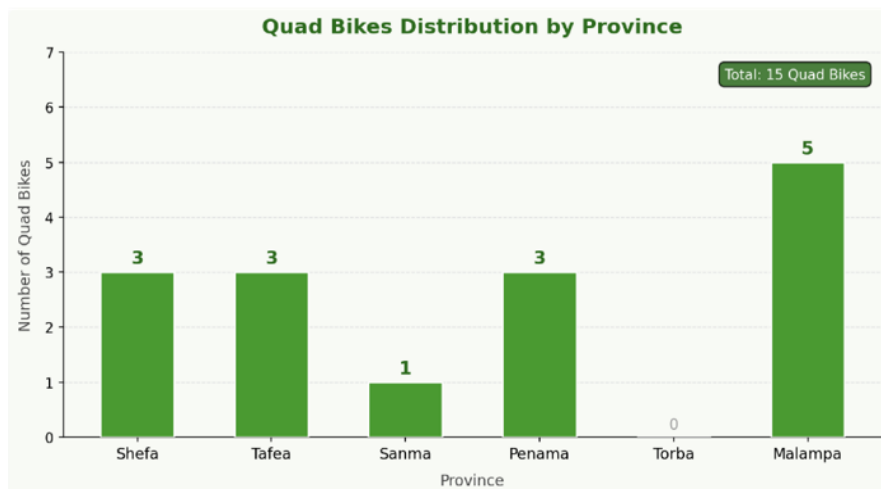
**Total assets overview**

The department of Local Authorities (DLA) has made significant strides in 2025 in strengthening infrastructure across Vanuatu’s six provinces. A total of 33 major assets has been delivered for completed, comprising 15



quad bikes, 8 operational boats, and 10 area council facilities. These investments directly support local governance, improve

accessibility in remote areas, and enhance service delivery to maritime communities across the nation.



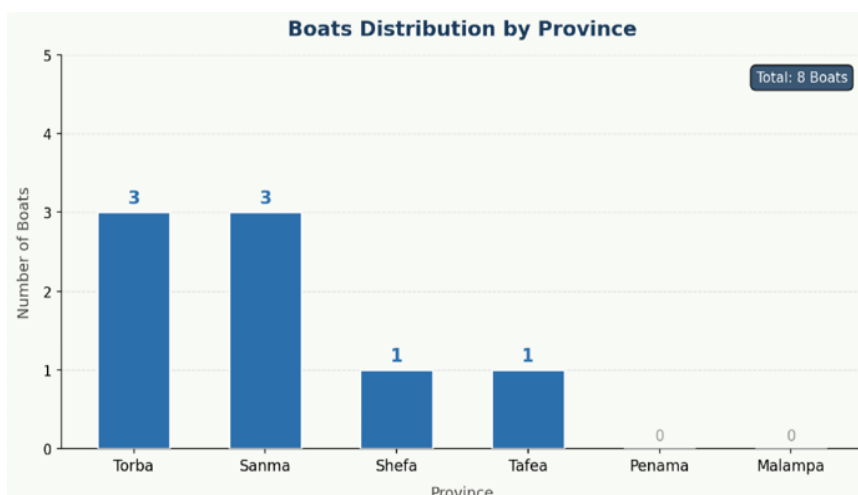
**Quad Bikes distribution**

A total of 15 quad bikes has been procured and distributed across five provinces to improve accessibility in remote and challenging terrain. Malampa received the highest allocation with 5 units, reflecting the provinces more

dispersed and difficult-to reach area councils. Shefa, Tafea, and Penama each received 3 units, while Sanma received 1 unit for south santo. Torba is yet to receive an allocation and should be prioritized in the next procurement cycle.

**Provincial Breakdown:**

- Shefa (3) : Emae, Nguna/Pele, South Epi
- Tafea (3) : Central Tanna, South Tanna, south West Tanna
- Sanma (1) : South Santo
- Penama (3) : Central Pentecost, South Maewo, South Pentecost
- Malampa (5) : SE Ambrym, NE Malekula, Paama, North Ambrym, West Ambrym
- Torba (0) : No allocation – recommended for inclusion in next procurement round.



**Boats Distribution**

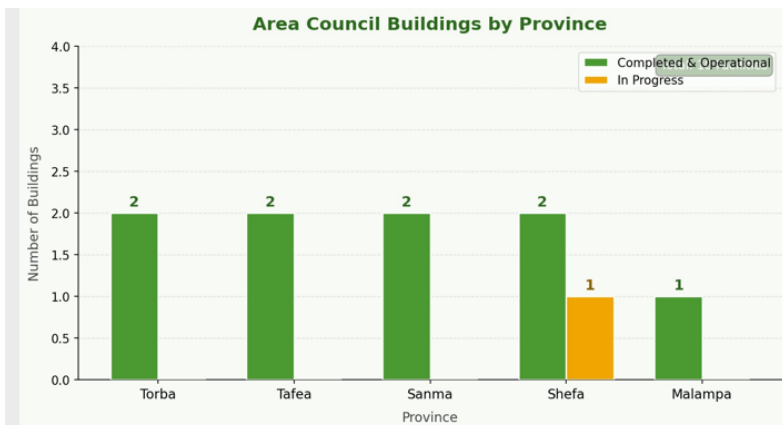
A total of 8 boats has been acquired and are fully operational across four provinces to support inter – island connectivity and service delivery to maritime communities. Torba and Sanma lead with 3 boats each, addressing their significant inter – island transport needs. Shefa (Makira/Mataso area council) and Tafea (Aneityum) each received 1 Boat. Penama

and Malampa have not yet received any boats and should be considered in future planning cycles.

**Provincial Breakdown:**



- Torba (3) : West Gaua, Ureparapara, Motalava
- Sanma (3) : North West Santo, Big Bay Coast, West Santo
- Shefa (1) : Makira /Mataso
- Tafea (1) : Aneityum
- Penama (0) : No allocation – recommended for future procurement
- Malampa (0) : No allocation – recommended for future procurement.



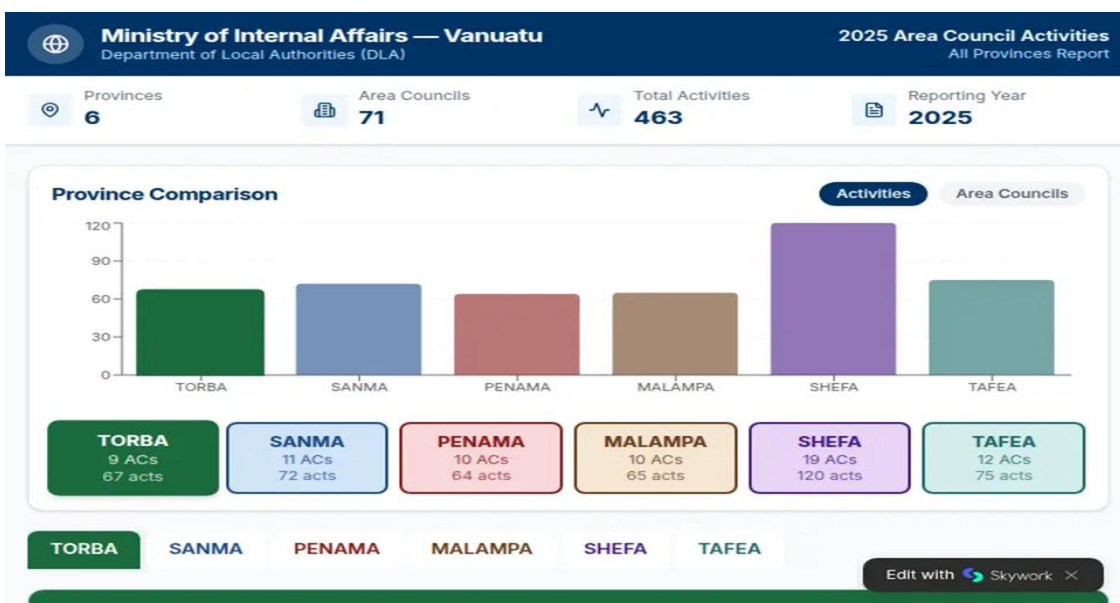
### Area Council Building & Utilities

A total of 10 area council facilities has been constructed or extended across all five provinces. Of these, 9 are fully completed and operational, while Tongariki/Buniga in shefa province remains in progress. Each facility has been equipped with essential utilities to support

connectivity and energy access, including Solar systems, Starlink, and VSAT connectivity. These facilities provide dedicated spaces for local governance, community engagement and public service delivery.

#### Provincial Breakdown:

- Torba (2): West Gaua – Building, Solar & Starlink / Torres – Building, Solar & Starlink
- Tafea (2): west Tanna – Building & VSAT / Futuna – Extension.
- Sanma (2): West Santo – Building, Solar & Starlink / South East Santo – Building.
- Shefa (3): Varsu/ East Epi – Extension / Tongariki /Buniga – Building, Starlink & Solar (in progress)  
Yarsu /south Epi – Building, VSAT / Starlink & Solar.
- Malampa (1): South East Ambrym – Building.





### DLA headquarters Improvement.

In addition to provincial assets, the DLA headquarters has undergone targeted infrastructure improvements in 2025. These upgrades have enhanced workplace efficiency and strengthen the operational capacity required for effective central coordination of all provincial and area council activities. The improvements support the DLA's mandate to provide leadership, administrative oversight, and technical guidance to local governance structures across Vanuatu.

## DEPARTMENT OF URBAN AFFAIRS & PLANNING

The Department of Urban Affairs and Planning (DUAP) is mandated under the Municipality's Act CAP 126 to oversee the management and administration of the Municipalities. It is also required to provide advice to Municipalities and other Local Authorities to adhere to the Physical Planning Act CAP 193 and the Foreshore Development Act CAP 90. In addition, the National Sustainable Development Plan (NSDP) 2030 provides activity areas and targets for which the DUAP has delivery responsibility. This section of the report provides an update on areas DUAP has focused on in 2025.

### 1. Enhancing the Capacity and Accountability of Public Officials

- **Pillar:** Social Governance
- **Goal 1:** Strengthen institutional capacity to improve governance and service delivery.
- **Objective 1.1:** Improve the skills and technical knowledge of public officials through capacity-building initiatives, training, and international collaboration.

The Department of Urban Affairs and Planning (DUAP) has successfully achieved 100% of its target for ensuring public officials receive relevant qualifications through VIPAM and

other government programs. In 2025, the department made significant investments in capacity building to improve the effectiveness of its workforce, with staff participating in multiple high-level international training programs and conferences to gain valuable insights into global best practices.

#### Key engagements included:

- China Seminar on Marine Spatial Planning and Blue Economic Development for Vanuatu.
- Subregional Pacific Women Leaders Programme in Suva, Fiji.
- Conference forum for the land sector under the Vanuatu Affordable & Resilient Settlement Project (VARS) in Washington, DC.
- Regional Capacity-Building Workshop on Delivering Climate Change Solutions for Pacific Island Countries.
- Pacific Regional Disaster and Emergency Managers Meeting in Fiji.
- Expert support forum for nuclear radiation fallout in the Philippines, hosted by the International Atomic Energy Agency and the Philippine Nuclear Research Institute.

### 2. Strengthening National Institutions to Deliver Cost-Effective and Quality Public Services

- **Pillar:** Economic Development
- **Goal 2:** Enhance the efficiency and effectiveness of urban planning and public services.
- **Objective 2.1:** Implement structured and cost-effective urban development strategies that align with national objectives and policies.

DUAP continues to play a critical role in urban development planning by ensuring that its operations align with national objectives. In 2025, the department successfully met 100%



of its Business Plan objectives, demonstrating strong progress in implementation. This structured approach ensures that resources are allocated effectively, contributing to more cost-effective public services.

Furthermore, the department ensured that all public infrastructure, including health, education, and sports facilities, are safe, accessible, secure, and maintained in compliance with building codes and standards. The department strictly enforced that all Municipalities comply with the building code standard when assessing building applications to avoid legal and financial implications. Notably, three new shelters constructed under the Greater Port Vila Urban Resilience Project (GPVURP) within the PVCC jurisdiction fully comply with building standards and are equipped to accommodate people with special needs.

### 3. Strengthening Local Authorities and Municipal Institutions for Decentralized Service Delivery

- **Pillar:** Social Governance
- **Goal 3:** Improve the capacity of municipalities and local authorities to deliver services.
- **Objective 3.1:** Strengthen financial and administrative support for local authorities and municipal councils.

A key priority for DUAP has been enhancing decentralization efforts, particularly by improving funding and resources for municipalities. In 2025, the department achieved its target for the devolution of funding authority, supporting all three municipalities by funding local development projects as part of its service delivery to communities.

Notable achievements include:

- Construction of the Port Vila Cemetery Wall.

- Port Vila City Council (PVCC) Fencing project.
- Installation of Solar Street Lightings at Wilkins Stadium & Park for the Lakatoro/Norsup Municipality.

### 4. Strengthening Physical Planning and Management for a Growing Population

- **Pillar:** Social Development
- **Goal 4:** Develop and implement urban planning strategies to accommodate population growth.
- **Objective 4.1:** Increase the coverage of approved physical planning areas and improve coordination in urban management.

Urban planning remains a central focus as Vanuatu's population continues to grow. To address the increasing demand for urban services and ensure effective management of physical planning areas, DUAP has actively restructured and strengthened its human resource capacity across municipal councils.

Progress in 2025 includes key strategic appointments and transfers:

- Recruitment of a new Director for DUAP and a new Town Clerk for the Luganville Municipal Council (LMC).
- Transfer of the Deputy Town Clerk of LMC to PVCC to serve as the Acting Town Clerk.
- Transfer of the Assistant Secretary General of Torba to LMC to serve as the Acting Deputy Town Clerk.
- Transfer of the Deputy Register to PVCC to serve as the Acting Deputy Town Clerk.

### 5. Ensuring New Infrastructure Development Minimizes Environmental Impact

- **Pillar:** Environmental Sustainability



- **Goal 5:** Promote sustainable urban development and minimize environmental degradation.
- **Objective 5.1:** Strengthen compliance with Environmental Impact Assessment (EIA) requirements for all new infrastructure projects.

DUAP is committed to ensuring that new infrastructure projects comply with Environmental Impact Assessment (EIA) requirements. In 2025, the department achieved 100% compliance, mandating that all Foreshore Developments obtain an approved EIA, with rigorous compliance checks conducted by the Foreshore Development Unit.

Key EIA approvals and environmental compliance milestones in 2025 included:

- Approval of EIAs for three new shelters under the Greater Port Vila Urban Resilience Project (GPVURP).
- EIA approval for the Fatumaru Bay Project (Mangrove rehabilitation project at Kawenu).
- EIA approvals for the Melsisi wharf project at Pentecost, a private jetty at Santo, and a boat landing at Turtle Bay, Santo.
- EIA approvals for a jetty and boat ramp at Moso Island, a concrete walkway at Teouma Bay, a holiday development at Port Vila, and a seawall at Havanah in North Efate.

## 6. Strengthening Land Use Planning Laws and Regulations

- **Pillar:** Economic Development
- **Goal 6:** Improve land use planning frameworks to support sustainable urban growth.
- **Objective 6.1:** Develop and implement zoning regulations and long-term urban development strategies.

DUAP has been collaborating with other government agencies and provincial councils to develop long-term land use planning strategies and enforce land use planning laws. In 2025, the department successfully increased the proportion of declared physical planning areas that have an established physical plan.

### Significant milestones achieved include:

- Completion of a joint site visit (involving DUAP, DLAP, and PPGC) and a feasibility report for Sanleng, South Pentecost.
- Assisting the Torba Provincial Government Council (TPGC) in finalizing its Zoning and Development Control Plan (ZDCP).
- The successful endorsement of the Zoning Plan by TPGC, followed by its official gazettal by the Office of the Attorney General (OAG).

## 7. Improving Government Revenue Generation

- **Pillar:** Economic Development
- **Goal 7:** Strengthen financial sustainability through improved revenue collection mechanisms.
- **Objective 7.1:** Increase enforcement of regulatory fees and development penalties to boost revenue generation.

One of DUAP's financial objectives is to enhance revenue collection through regulatory enforcement and legislative updates. In 2025, the department met its targets for improving government revenue generation through strict compliance measures and policy reforms.

The Foreshore Development Unit actively enforced compliance, resulting in the preparation and submission of a payment plan for foreshore penalties by an illegal foreshore developer. Additionally, the official gazettal of the Municipalities Act [CAP. 126] was



completed, introducing crucial improvements to Property Tax regulations designed to significantly increase municipal revenue streams.

### DEPARTMENT OF LABOUR AND EMPLOYMENT SERVICES

The National Sustainable Development Plan (NSDP) 2016–2030 defines key targets and activity areas for the Labour Department, reinforcing its commitment to enhancing employment standards, improving workforce productivity, and protecting workers' rights while contributing to Vanuatu's socio-economic growth. The 2025 reporting period highlights significant strides in labour mobility, decentralization of services, and the digitalization of employment frameworks.

#### 1. Progressing Equity in the Domestic & International Employment Markets

- **Pillar:** Economic Development
- **Goal 1:** Strengthen employment policies and opportunities for a balanced labour market.
- **Objective 1.1:** Develop policies and programs to mitigate skilled worker migration and support sustainable domestic employment opportunities.

The Labour Department continues its efforts to promote fairness and balance within both domestic and international employment markets. In 2025, the department successfully mobilized 5,402 workers through the Pacific Australia Labour Mobility (PALM) and Recognized Seasonal Employer (RSE) schemes, while also facilitating the return of workers. To ensure inclusivity, a Labour Mobility GEDSI (Gender Equality, Disability, and Social Inclusion) staff member was appointed to apply a gender lens to labour mobility, ensuring women's inclusion without disrupting Vanuatu's social fabric. Furthermore, the program proudly supported two Paralympians who utilized PALM to fund their journey to the

Paris Paralympics, serving as strong advocates for disability inclusion in the workforce.

To address the ongoing challenge of "brain drain," the department has strengthened its domestic employment initiatives. A comprehensive Employment Portal is scheduled to launch by February 2025, which will eventually expand into a robust Labour Market Information Database. Additionally, partnerships with V-lab (Yumi Growem Vanuatu) and the Vanuatu Chamber of Commerce and Industry have provided vital entrepreneurship coaching and reintegration support for returning workers.

#### Key Achievements:

- Mobilization of PALM/RSE workers and successful reintegration support for returnees.
- Establishment of a hospitality internship program in partnership with the private sector, turning "brain drain" into "brain gain."
- Development of an unemployment database with 112 registered candidates, actively matching them with domestic opportunities.

#### Challenges:

- Balancing the high demand for international labour mobility with the critical need to retain skilled workers in the domestic market.

#### 2. Promoting Standards for Decent Work & Strengthening Compliance with Labour Laws

- **Pillar:** Social Governance
- **Goal 2:** Improve labour standards and compliance with national and international employment laws.
- **Objective 2.1:** Strengthen enforcement of labour laws through



inspections, awareness campaigns, and policy amendments.

To ensure that workers in Vanuatu benefit from decent and lawful employment conditions, the Labour Department has advanced its legislative and regulatory frameworks. The Occupational Health and Safety (OHS) Act and the Worker's Compensation Act underwent comprehensive reviews, resulting in updated amendments and the introduction of a newly translated injury reporting form in Bislama. The OHS Code for construction is also in the process of being fully utilized by the sector.

The department has also modernized its administrative processes. Between January and September, 1,410 work permits were issued, and the transition to an online e-Visa management portal saw 369 applications processed between September and November.

#### Key Achievements:

- Review and amendment of the OHS Act and Worker's Compensation Act.
- Successful rollout of the e-Visa management portal for employment and short-term visas.
- Collection of 181,250,000 VUV in work permit application fees and taxes (Jan-Sep).

#### Challenges:

- Payments for e-Visa fees from September to December were not processed to the correct Cost-Centre, significantly affecting the 2024/2025 revenue targets.

### 3. Promoting and Maintaining Good Working Relationships Between Tripartite Labour Partners

- **Pillar:** Social Governance

- **Goal 3:** Foster cooperation between unions, employers, and the government.
- **Objective 3.1:** Strengthen tripartite dialogue and capacity-building for effective labour relations.

The Labour Department plays a crucial role in fostering cooperation between unions, employers, and the government to ensure fair and safe workplaces. Throughout the year, the department maintained regular dialogue with key stakeholders, including DFAT, MFAT, IOM, and ILO. Six dedicated meetings were held with the Labour Mobility Working Group to track actions and resolve issues strengthening labour mobility programs.

Partnerships with the private sector have also been enhanced. The department collaborated with local hotels to mentor interns without cost to the employers, supported by daily stipends from DFAT/PLF, fostering a cooperative environment that frequently leads to full-time employment for the interns.

#### Key Achievements:

- Consistent tripartite dialogue through the Labour Mobility Working Group.
- Appointment of Apprenticeship committee members, approved by the Council of Ministers (COM).

#### Challenges:

- Ensuring consistent engagement from all stakeholders in policy feedback and implementation phases.

### 4. Enforcing Compliance for Employment Standards According to ILO Conventions

- **Pillar:** Social Governance
- **Goal 4:** Strengthen enforcement mechanisms to ensure compliance



with national and international labour standards.

- **Objective 4.1:** Improve regulatory enforcement and workplace safety standards in line with ILO conventions.

Ensuring compliance with labour laws and international employment standards remains a key function of the Labour Department. The department has actively pursued dispute resolution and workplace inspections across various provinces. In the SHEFA/TAFEFA regions, 324 disputes were handled, resulting in the recovery of 5,886,641 VT in money trusts. In the Northern region, 86 inspections were conducted, and 17,228,295 VT was recovered from registered employment complaints.

#### Key Achievements:

- Over 23 million VT recovered in money trusts for workers across regional offices.
- Dozens of workplace inspections and employer interviews conducted to ensure adherence to employment contracts and safety standards.

#### Challenges:

- A high number of unsettled disputes (e.g., 94 unsettled in SHEFA/TAFEFA) requiring escalation to the Tribunal.
- Employer-driven worker referrals bypassing the national work-ready pool, creating inequities in access to labour mobility opportunities and weakening the credibility of the screening system.

### 5. Advocating for Workers' Rights & Welfare in International & Domestic Markets

- **Pillar:** Social Governance

- **Goal 5:** Protect workers' rights through awareness, legal support, and dispute resolution.
- **Objective 5.1:** Expand labour rights education and strengthen outreach programs for workers.

The Labour Department has been proactive in educating workers about their rights and ensuring their welfare, particularly for those participating in overseas programs. A significant initiative was the development of a program to prevent and respond to Gender-Based Violence (GBV) involving Ni-Vanuatu PALM Scheme workers, in partnership with PLF. Additionally, the department introduced a superannuation kiosk that empowers workers to apply for and manage their own superannuation funds.

#### Key Achievements:

- Implementation of comprehensive pre-departure briefings (PDB) for mobilized workers.
- Establishment of GBV prevention programs and financial literacy/superannuation support tools.
- Deployment of three Country Liaison Officers (CLOs) in Australia to monitor and support worker welfare.

#### Challenges:

- Compliance and welfare-related issues, including delays in employer communication, which increase case management needs.
- External factors such as fluctuating employer demand and travel logistics affecting mobilization timelines and worker preparedness.

### 6. Improving Service Delivery Framework & Organizational Compliance

- **Pillar:** Institutional Governance



- **Goal 6:** Strengthen the operational capacity of the Labour Department for effective service delivery.
- **Objective 6.1:** Address staffing shortages and improve the financial capacity of the Labour Department.

To enhance efficiency and service delivery, the Labour Department has heavily invested in decentralization and digitalization. A major priority has been the development of a northern hub in Luganville, Santo, ensuring that all labour mobility services (passports, police checks, medicals, mobilization) are accessible to the northern provinces. An engineering company has completed initial designs for a new Labour Support Unit (LSU) office and training space in Luganville.

Digital system improvements, including the integration of Employment Vanuatu, the IRD system, and e-visa lodgement, have improved processing times and data accuracy. The LSU currently operates with 28 staff members, with plans to migrate PLF-funded staff into the PSC structure over the next five years.

#### Key Achievements:

- Successful decentralization of services to Santo and Malekula, supported by extensive staff training and capacity building.
- Advancements in digitalization, improving the tracking of labour market flows and employment data.

#### Challenges:

- Staffing gaps and high workloads across central and provincial offices continue to reduce processing capacity for recruitment and mobilization.
- Fragmented data entry between the Employment Services Unit (ESU), IRD officers, and provincial teams due to ongoing digital system upgrades not yet being fully integrated.

- Uneven decentralization, with limited provincial resources slowing service expansion and creating inequitable access for rural applicants.

### DEPARTMENT OF IMMIGRATION & PASSPORT SERVICES

Aligned with the National Sustainable Development Plan (NSDP) 2016–2030, VIS is dedicated to protecting Vanuatu's borders, improving service delivery, and strengthening migration policies to support national security, economic growth, and global mobility for Vanuatu's citizens and foreign visitors.

#### 1. Protect the Nation's Borders by Controlling the Movement of Persons Entering and Exiting the Country

- **Pillar:** Environmental Sustainability
- **Goal ENV 5.4:** Protect our borders and environment through effective customs and biosecurity services.
- **Objective 1.1:** Strengthen border security by implementing advanced border management technologies and risk assessment systems.

Collection of Migration data has been a challenge for the government of Vanuatu for the last years, but with the strong collaboration between the department of Immigration and Passport services with development partners, VIS has installed a **border management system** at our point of entry to collect Migration data.

The Migration data will be shared with stakeholders to provide an evidence-based foundation for development planning. Vanuatu Tourism and the Vanuatu Bureau of Statistics are the main agencies that require data for future planning. Therefore, with the



infrastructure in place to control and protect our borders, we can extract Migration data that is now shared with these agencies.

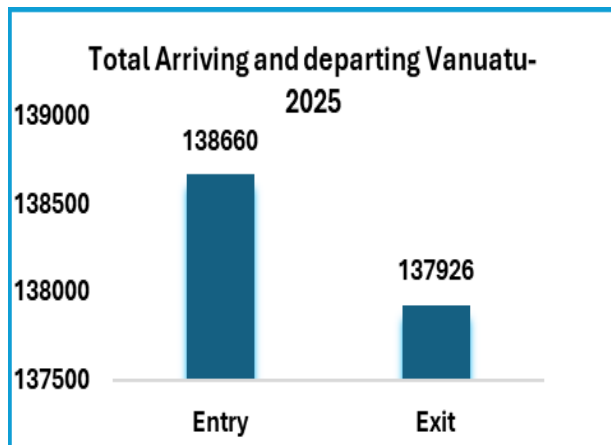


Fig 4.2.11 Protecting our borders requires advance information for passengers traveling through international borders. Therefore, VIS has engaged with the UNOCT to implement the **Advance Passenger Information system (API)**.

The system is connected to the **MIDAS** system. This connection will enable border control officers to access information of a passenger before they arrive physically at Vanuatu borders, significantly enhancing our proactive risk assessment capabilities.

## 2. Control, Administer, and Review the Issuance of Visas

- **Pillar:** Economic Development
- **Goal ECO 1.2:** Improve government revenue generation.
- **Objective 2.1:** Enhance efficiency and transparency in visa processing through digital transformation and policy reviews.

Following the successful launch of the **online visa application portal** in 2024, VIS continued to refine and expand its digital visa services in 2025. The portal has demonstrably improved processing efficiency, client interaction, and

risk assessment through its integration with the **Interpol database**.

In 2025, the Department focused on developing Regulation Orders under the Immigration Act to address visa-related matters and other operational issues. This work complements the broader legislative review and ensures the visa framework remains agile and responsive. Despite challenges following the December 2024 earthquake, online visa processing was successfully reinstated, ensuring service continuity.

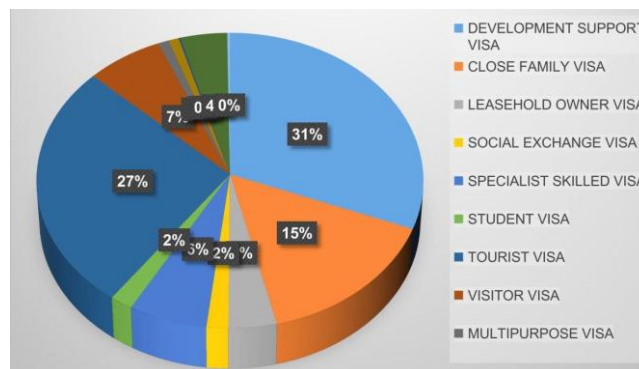


Fig 4.2.12 Analysis of visa data for 2025 reveals key trends. **Business Investor Visas** saw the highest number of approvals, peaking in August, which indicates strong investor interest. **Development Support Visas** accounted for the largest single share of all visa types at 31%, followed closely by **Tourist Visas** at 27%. The **Disaster Recovery Visa** category saw a significant peak in January 2025, directly responding to the needs of the nation following the earthquake.

## 3. Improve Compliance with Legislative Mandates and Regulations

- **Pillar:** Social Governance
- **Goal 3:** Strengthen compliance and regulatory enforcement in immigration services.



- **Objective 3.1:** Enhance monitoring and enforcement mechanisms to support immigration reforms.

VIS has made monumental strides in updating its legislative framework. A significant milestone was achieved in 2025 when the reviewed **Passport Act** was passed by Parliament during its May sitting. This new Act strengthens the country's travel document framework and enhances the integrity of the Vanuatu passport.

Concurrently, VIS has secured funding from the Pacific Immigration Development Committee (PIDC) to engage a technical advisor for a comprehensive and substantive review of the **Immigration Act No. 17 of 2010**. This critical review will ensure the Act aligns with current migration trends, border security priorities, and international best practices. This objective has been carried forward to 2026 to allow for the full legislative review process to be completed.

The **MIDAS system** continues to be a cornerstone of our compliance capacity, enabling effective tracking of passenger movements and facilitating thorough risk assessments by the Compliance Team.

#### 4. Develop and Implement a Migration Strategy

- **Pillar:** Social Governance
- **Goal 4:** Strengthen migration policies to support national development and border security.
- **Objective 4.1:** Formulate a national migration policy to address labour mobility and border security concerns.

After engaging a consultant in late 2024, VIS successfully completed the development of Vanuatu's first-ever **national Migration Policy** in 2025. This represents a landmark achievement for the Government of Vanuatu, providing a comprehensive framework to guide the nation's approach to migration.



*Fig 4.2.13 The launch of the National Migration Policy marked a significant milestone for Vanuatu.*

#### 5. Collect Government Revenues Through Immigration Revenue Initiatives

- **Pillar:** Economic Development
- **Goal ECO 1.2:** Improve government revenue generation.
- **Objective 5.1:** Maximize revenue collection through streamlined immigration processes and investment-attracting visa programs.

Building on the historic achievement of 2024, VIS once again exceeded its revenue targets in 2025. Against an approved revenue budget of 800 million VUV, the Department collected **over 1 billion VUV**. This continued success is a direct result of sustained reforms, including the new **online payment features** integrated into the visa and seaport clearance systems, which



enhance convenience, accountability, and transparency.

Passport revenue was a significant contributor to this total. In 2025, the total revenue from passport payments across all enrolment stations (Port Vila, Sanma, Malampa, Tafea, Torba, and Hong Kong) amounted to **625,691,499 VUV**. The Port Vila office alone raised **263,910,955 VUV**.

*Fig 4.2.14 Passport Revenue Collection (Port Vila, Jan-Dec 2025)*

Categories	Count	Total Amount (VUV)
Adults (19-65) [20,000vt]	7,253	144,642,955
Age (0-18) [10,000vt]	1,120	11,205,000
Adults (66+) [10,000vt]	158	1,580,000
Passport Additional Fees	120	1,186,000
Certificate of Identity [7,000vt]	138	960,000
Ni-van Lost and Damage passports [50,000vt]	178	8,900,000
VDSP Lost and damage passport	114	11,250,000
Passport citizen contribution Program (VCP)	540	14,450,000
Passport VDSP	2,697	69,737,000
<b>Total Amount:</b>		<b>263,910,955</b>

## 6. Improve Service Delivery and Organizational Capacity

- **Pillar:** Institutional Governance
- **Goal 6:** Strengthen institutional capacity for efficient immigration service delivery.
- **Objective 6.1:** Enhance immigration services through policy reforms, ICT improvements, and capacity-building initiatives.

In 2025, VIS continued its commitment to enhancing organizational capacity. A review of the Department's **organizational structure** was completed and submitted to the Human Resource Unit of the Ministry of Internal Affairs for onward submission to the Public Service Commission (PSC). This review is critical to ensure the structure can support the numerous reforms undertaken by the Department.

Infrastructure development remains a key focus. In 2025, the **extension of the Santo Office** was completed, providing officers with a safe, functional, and professional working environment that supports efficient service delivery. Following the December 2024 earthquake, the Department successfully recovered its operations, returning to the TAMARA building to ensure services were restored to normalcy.

### Key Training Initiatives:

- **VIS officers attended international workshops, conferences, and training programs** to build technical expertise and stay aligned with evolving migration trends.
- Specialized training, such as an **Investigative Interview Course**, was



conducted to enhance border security capabilities.

- **Language training**, including Chinese, was provided to better serve our international clients and stakeholders.

- **Objective 7.1:** Enhance the integrity of passports through digitalization and security upgrades.

The implementation of the **new passport system**, launched in 2024, continued



*Fig 4.2.15 The completed Santo Office Extension provides an improved working environment for staff.*



*Fig 4.2.17 New passport enrolment system successfully installed @ Dubai in 2025.*



*Fig 4.2.16 Officers completing an Investigative Interview Course supported by the Australian Border Force.*

enhancing passport security, and ensuring higher integrity in our travel documents.

A major focus in 2025 was the installation of the **new passport enrolment system** in all provinces and key overseas consulate offices. This ensures that the integrity of the enrolment process is maintained across all locations. The system is now fully installed and operational in TAFEA, MALAMPA, SANMA, and TORBA provinces, as well as in the Hong Kong, New Caledonia, and Dubai consulates.

To further enhance the integrity of the passport issuance process, VIS signed a **cooperation agreement with the Civil Registration and Vital Statistics (CRVS) office**. This will enable the integration of the passport enrolment system with the civil registration system, creating a more secure and verifiable identity management ecosystem.

**7. Protect & Upgrade the Integrity of Passports and Travel Documents**

- **Pillar:** Institutional Governance
- **Goal 7:** Improve passport issuance and security measures.



### 8. Decentralize Passport and Travel Document Services

- **Pillar:** Social Development
- **Goal 8:** Expand access to passport and immigration services nationwide.
- **Objective 8.1:** Establish passport service centers in provinces and overseas missions.

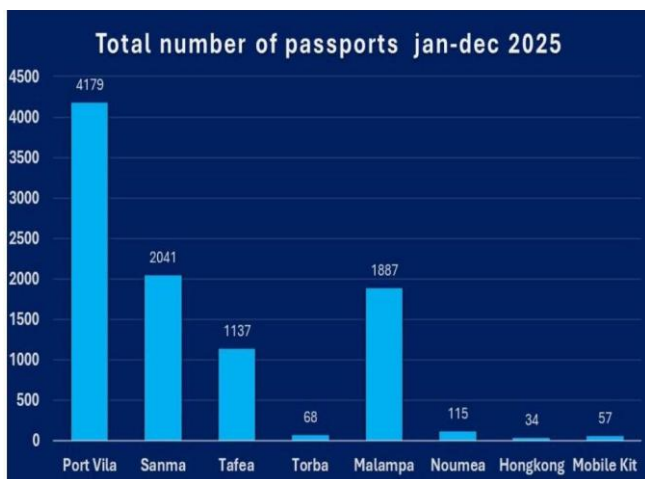


Fig 4.2.18 Total Passports Issued by Location, Jan - Dec

Decentralization of services remains a core priority for VIS, ensuring equitable access for

#### DEPARTMENT OF CIVIL REGISTRY & IDENTITY MANAGEMENT

In support of the **Vanuatu National Sustainable Development Plan 2016–2030**, the Civil Registration and Identity Management (CRIM) program continued to strengthen Vanuatu’s national identity ecosystem in 2025. The program focused on expanding access to civil registration services, strengthening the national population registry, and improving the delivery and governance of identity management services.

Through decentralization of services, digital modernization of the civil registry, and stronger collaboration with government and non-government stakeholders, CRIM contributes directly to the national objective of ensuring that every citizen has access to legal identity

all citizens. Following the expansion of services in 2024, 2025 saw the **full operationalization of the new passport system in all five provinces:** TAFEA, MALAMPA, SANMA, TORBA, and SHEFA (Port Vila).

In addition to the provincial centers, passport services were successfully established and made operational in several **overseas missions**, including New Caledonia, Hong Kong, and Dubai. This expansion provides critical services to the Ni-Vanuatu diaspora and citizens abroad.

The success of this decentralization is reflected in the passport issuance data for 2025, which shows significant activity across the newly established centers, reducing the burden on the Port Vila office and making services more accessible to people in rural areas.

and reliable population data for national planning and service delivery.



Fig 4.2.19 Ensuring citizens in the remote areas can access CRIM Services – Torba Province



### 1. Improving Coverage for Registration of Vital Events (Births, Marriages, and Deaths)



Fig 4.2.20 Provincial Outreach Card Printing at Port Narvin - South Erromango, Tafea Province

**Pillar:** Social Governance  
**Goal 1:** Ensure timely and accurate registration of vital events.  
**Objective 1.1:** Strengthen institutional capacity and accessibility for civil registration services.

#### Key Achievements

- **Strengthened Institutional Partnerships:** Continued collaboration with health facilities, provincial administrations, and community leaders to improve reporting and registration of births, marriages, and deaths.
- **Progress on Digital Notification Systems:** Further development of the electronic birth and death notification system linking CRIM with hospitals and community health centres to enable faster transmission of vital event data.
- **Provincial Outreach and Awareness:** CRIM officers conducted outreach activities in provincial areas to improve awareness on the importance of civil registration and the procedures for registering vital events.

#### Challenges

- Some rural and remote communities continue to face geographical barriers in accessing registration services.

- Limited public awareness still contributes to the delayed registration of births and deaths.
- Capacity constraints in provincial offices affect the timeliness of processing registration requests.

### 2. Establishing and Maintaining a Central Civil Register and Population Registry

**Pillar:** Institutional Governance  
**Goal 2:** Develop an integrated and reliable national civil registry system.  
**Objective 2.1:** Strengthen database management and inter-agency collaboration.



Fig 4.2.21 Population Data Review: Verifying Death Records at Tanvasoko Area Council - Shefa Province

#### Key Achievements

- **Central Civil Register Modernization:** Successful development and upgrade of the Civil Registration system from RV4 to RV5, which will be launched in March 2026. This will support improved data management and interconnectivity with other government information systems.
- **Data Quality Improvements:** Undertook data verification exercises to improve the accuracy and integrity of the central civil register, including validation of legacy records and identification of potential duplicate entries.
- **Inter-agency Data Collaboration:** Strengthened collaboration with government agencies such as the **Vanuatu Electoral Office** and **Ministry of Health, the Ministry of**



**Education**, to support data verification and improve national population statistics.

- **Population Data Review:** Continued review of records for individuals aged over 100 years to ensure that unregistered deaths are properly accounted for in the national population registry.

**Challenges**

- Some historical records remain in manual format and require time-consuming verification and digitization.
- Limited ICT technical capacity affects the speed of system upgrades and database management.



*Fig 4.2.22 Expanding Birth Registration and ID Card Issuance in Ureparapara Island - Torba Province*

participation, health services, and administrative transactions.



*Fig 4.2.23 Inter-agency Data Collaboration: MOU signing between MOIA and the Ministry of Health and Ministry of Justice on Data Sharing agreement*

**3. Expanding Coverage for National Identity Card Issuance**

**Pillar:** Social Governance

**Goal 3:** Enhance national ID accessibility and integration with government services.

**Objective 3.1:** Increase access points for ID card registration and public awareness.

**Key Achievements**

- **Decentralization of National ID Services:** Continued expansion of National ID registration through provincial offices and 18 area councils in 2025.
- **Improved Access to Government Services:** Promoted the use of the National ID card as a trusted identity credential for accessing government services, including electoral

• **Public Awareness Campaigns:** Conducted targeted awareness activities to inform citizens about the benefits and procedures for obtaining the National ID card.

• **Operational Improvements:** Streamlined ID registration processes and strengthened coordination between CRIM headquarters and provincial registration centres.

**Challenges**

- Infrastructure limitations in some provincial locations continue to slow down installation of national ID card printing machines, registration and card issuance.
- Public awareness of National ID registration procedures remains uneven across provinces.



#### 4. Regulating and Developing Policies, Legislation, and Strategies for CRIM and National ID



Fig 4.2.24 Legislation Review: Marriage Act Consultation - Sanma Province

**Pillar:** Institutional Governance  
**Goal 4:** Strengthen the legal and regulatory framework for civil registration and ID management.  
**Objective 4.1:** Modernize civil registry legislation to improve service efficiency.

#### Key Achievements

- **Policy Development:** Continued work on policy and regulatory improvements aimed at strengthening governance of civil registration and identity management systems.
- **Preparation for Legislative Reform:** Initiated Marriage Act consultations and internal reviews for the modernization of civil registration legislation to address operational gaps and emerging identity management needs.
- **Strategic Alignment:** Ensured that CRIM policy initiatives align with broader government reforms related to digital transformation and governance, and public service delivery.

#### Challenges

- Legislative reform processes require extensive consultation and coordination with multiple government stakeholders.
- Limited human resources and capacity at the State Law office for drafting may slow progress in finalizing amendments.

#### 5. Enhancing Service Delivery and Organizational Compliance

**Pillar:** Institutional Governance  
**Goal 5:** Improve efficiency, compliance, and financial sustainability.  
**Objective 5.1:** Strengthen operational frameworks, staff capacity, and revenue generation.



Fig 4.2.25 Capacity Development: Internal and External training on staff capacity in Civil Registration procedures

#### Key Achievements

- **Strengthening Human Resources:** Continued efforts to recruit and deploy CRIM officers to strengthen operations at both headquarters and provincial offices.
- **Capacity Development:** Provided internal training and mentoring to improve staff capacity in civil registration procedures, registry management, and identity card operations.
- **ICT Development:** Continued testing and preparation for the rollout of the upgraded registry system (RV5), which will support



electronic records management and online service delivery.

- **Service Modernization:** Progressed preparations for online service delivery and digital payment integration in collaboration with UNCDF and the Ministry of Finance.
- **Improved Performance Monitoring:** Strengthened internal monitoring systems to track service delivery performance across provincial registration offices.

**Challenges**

- Staffing shortages remain a challenge for expanding service coverage.
- Limited operational funding and office space continue to constrain infrastructure upgrades and digital service expansion.

**TRADE DISPUTE TRIBUNAL**



The Trade Dispute Tribunal (TDT) is established under the Trade Disputes Act [CAP 162] to inquire into, hear, and determine trade disputes, employment grievances, and related matters arising between employers and employees. In carrying out its mandate, the Tribunal ensures strict compliance with relevant labour legislation, including the Employment Act [CAP 160] and other applicable statutory instruments. Furthermore, the Tribunal actively contributes to the broader objectives of the National Sustainable Development Plan (NSDP) 2030 by promoting fair labour practices, equitable dispute resolution, and industrial harmony across the nation. This report outlines the strategic progress, legal engagements, and developmental milestones achieved by the TDT in the 2025 fiscal year.

**1. Strengthening the Tribunal’s Capacity for Timely and Fair Dispute Resolution**

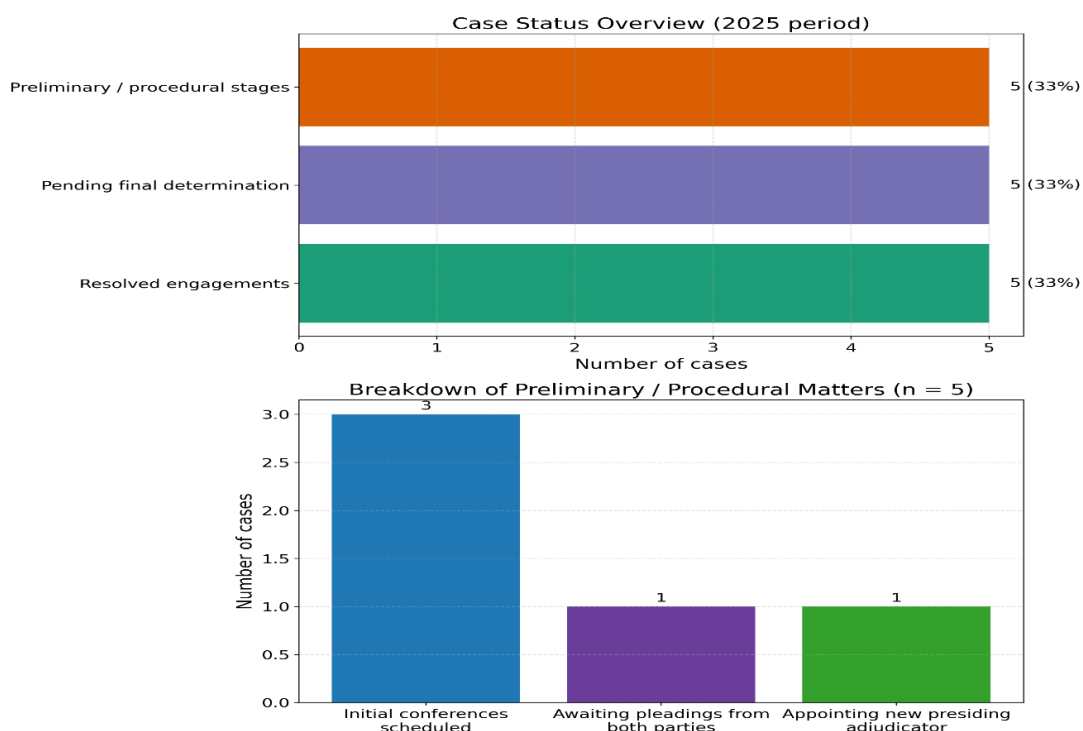
- **Pillar:** Society Pillar

- **Goal 1:** A society where the rule of law is consistently upheld, and access to timely justice is available to everyone.
- **Objective 1.1:** Access to timely justice is available to everyone.

In 2025, the Ministry of Internal Affairs (MOIA) actively managed a comprehensive portfolio of fifteen key legal engagements, primarily concerning employment relations and trade disputes. The Ministry and the Tribunal remained steadfast in their commitment to ensuring fair, transparent, and timely resolutions in accordance with statutory frameworks and national governance objectives. The Tribunal's capacity to deliver impartial resolutions was demonstrated through the meticulous handling of cases across various stages of the judicial process, ensuring consistent adherence to the principles of justice and industrial harmony.

Notable achievements and case statuses for the 2025 period include:

- **Resolved Engagements:** Five matters were successfully resolved and formally closed. The outcomes of these cases varied based on their respective merits and procedural standing. Resolutions included mutual consent awards achieved through conciliation, formal decisions issued following comprehensive hearings, and dismissals in instances where claims were time-barred or lacked the foundational evidence of an employer-employee relationship. Copies of all finalized decisions and consent awards have been formally documented and archived.
- **Matters Pending Final Determination:** Five cases advanced past the trial and hearing phases and are currently pending final determination or the issuance of an award. In these matters, all involved parties completed the necessary procedural requirements, including the filing of claims, defences, and



supporting statements. Formal hearings were concluded—with the most recent hearing conducted in early February 2026—and the matters now await the adjudicators' final rulings.

- Matters in Preliminary and Procedural Stages:** The remaining five cases are currently navigating preliminary procedural stages. Three of these matters are scheduled for their initial conferences. One case is pending the submission of formal pleadings from both parties following their initial conference. Additionally, one matter is undergoing the administrative process of appointing a new presiding adjudicator to ensure strict impartiality, following a procedural objection regarding a potential conflict of interest.

## 2. Increasing Awareness and Accessibility of Tribunal Services

- Pillar:** Economic & Social
- Goal 2:** Increase public awareness to encourage greater engagement and to strengthen public trust in the

independence and effectiveness of the Trade Dispute Tribunal.

- Objective 2.1:** Conducting awareness and registration of cases.

The Tribunal recognizes that an effective justice system must be both transparent and accessible to the public it serves. To foster trust in its independence and effectiveness as a dispute resolution mechanism, the TDT prioritized increasing awareness and accessibility of its services among workers and employers throughout 2025. By proactively engaging with the community and business sectors, the Tribunal aimed to educate stakeholders on their rights, responsibilities, and the proper channels for grievance registration and resolution.

Key engagements and outreach initiatives included:

- Direct Business Outreach:** Distribution of informational flyers to five distinct business entities and conducting targeted awareness sessions at the Breaks Resort to educate employers and employees on statutory Labor compliance.



- **Media Campaigns:** Active engagement in national radio programs to conduct broad public awareness campaigns, ensuring that information regarding employment rights and dispute resolution processes reaches a wider, nationwide audience.
- **Provincial Engagement:** Conducting on-the-ground awareness activities during the Public Service Commission (PSC) Day events in Tanna and Malekula. This initiative was critical in decentralizing information and reaching provincial stakeholders who may otherwise face barriers to accessing central Tribunal services

### PUBLIC LAND TRANSPORT AUTHORITY



The Office of Public Land Transport Authority was established by an Act of Parliament, the Public Land Transport Act No. 4 of 2015. PLTA is a corporate institution.

The functions of the Authority include the following as provided for under Section 5 (a)-(i) of the Public Land Transport Act;

- (a) to oversee the carrying on of the business of providing public land transport services within Vanuatu; and
- (b) to ensure that owners and drivers of public land transport vehicles comply with the provisions of this Act; and
- (c) to organise trainings for owners or drivers of public land transport vehicles; and
- (d) to set or prescribe standards that have to be met by owners or drivers of public land transport and vehicles; and
- (e) to prescribe the system of fare levying to be used and the fare structure to be

charged by public land transport operators in municipalities or provinces; and

(f) to advise the Minister on public land transport matters generally; and

(g) to register all Provincial Public Land Transport Associations; and

(h) to determine general and tourist pick-up areas and who is permitted to use each of these areas; and

(i) such other functions that may be conferred on the Authority by this Act or any other Act.

The provincial land transport associations operate separately with their own elected executives, manage their own finances and have been registered under the Charitable Act with Vanuatu Financial Services Commission. The Act also provides for the functions under Section 14 (a)-(e) of the Act as follows;

(a) to oversee the carrying out of the business of providing public land transport services within its jurisdiction; and

(b) to ensure that owners and drivers of public land transport within its jurisdiction comply with the provisions of this Act; and

(c) to bring to the attention of the Authority any matters which they consider significant for the better carrying out of the business of public land transport service within the relevant jurisdiction; and

(d) to provide the Authority with any information which the Authority may request from the Association; and

(e) to perform such other functions as may be conferred on an Association by the Authority, or under this Act or any other Act.



## 1. Strengthening the Legislative and Policy Framework to Modernize Land Transport Services

- **Pillar:** Institutional Reform
- **Goal 1:** Harmonize legislation, policy, and systems to support ICT-driven operations and improve land transport service delivery.
- **Objective 1.1:** Improve the legislative and policy framework of land transport to establish an ICT-based operational system in Vanuatu.

A core priority for PLTA in 2025 was the review and amendment of the **Public Land Transport Act**, aimed at enhancing compliance, enforcement, and integration of public and private transport services. The amendment process is listed under the Ministry of Internal Affairs' 2025 Legislative Plan and was endorsed by the Council of Ministers. The Policy Paper for the review and amendment of the Public Land Transport Act did not go before the Council of Ministers for reasons beyond our control. The same review and amendment is listed again the 2026 Legislative Plan.

### Key developments included:

- **Stakeholder Consultations:** Conducted with Customs, Finance, MIPU and Police to shape the proposed amendments.
- **Legislative Review:** Focus on registration of vehicles, driver licensing, and merging private and public transport functions under a "Land Transport Authority".
- **System Launch:** PLTA launched a new website and transport database system in late 2023.

- **HR Management System:** Completed in 2025 but launching has been delayed due to limited space in the gaming PC used to store vehicle and drivers' information and their files. It is also used to host the PLTA Website. To deploy the HRMIS under a new sub domain requires proper server to execute critical computing tasks.
- **Digital Enforcement Tools:** Need upgrade

## 2. Establishing an Integrated ICT-Based Licensing and Permitting System

- **Pillar:** Economic Development
- **Goal 2:** Modernize permit and licensing systems to enhance service delivery and compliance.
- **Objective 2.1:** Implement a fully integrated digital system for drivers' licenses, vehicle permits, and drivers permit cards that is linked to the central database system

In 2025, PLTA continued transitioning from manual to digital licensing systems. Key progress included:

- **QR-Coded Permits:** Upgrades to permit data cards to enable real-time access by enforcement officers.
- **Decentralized Printing:** A data printer was installed in **Sanma Province** in 2023, with plans for **Malampa (2025)** and **Tafea** as funding permits.
- **Offence Recording:** Real-time offence logging through digital access is being enabled via mobile devices used by officers. Waiting for approval from Police to use the page catered for Police Offences.



### 3. Enforcing Compliance to Enhance Road Safety and Revenue Generation

- **Pillar:** Social Governance
- **Goal 3:** Strengthen enforcement mechanisms to improve compliance and safety.
- **Objective 3.1:** Enforce the Public Land Transport Act and Ministerial Orders to enhance safety and increase revenue.

PLTA continues to exceed its revenue target each year. The revenue target for 2025 was VT50 million. PLTA exceeded this revenue target by more than VT14 million. The annual revenue for 2025 was VT64,225,751.

#### Achievements included:

- **Joint Inspections:** Conducted in Luganville, Port Vila, Lakatoro, and Lenakel with key agencies including Police, Customs, PWD, VNPF, and local wardens.
- **Organizational Review:** Board approved a revised structure with new roles for **Enforcement Officers, Permit Assistants, and Cashiers**. Recruitment is pending due to insufficient budget though request was made via budget submission since 2024
- **NPP Submitted:** Funding request for new enforcement positions submitted for 2025 was not approved.

### 4. Reviewing and Introducing a Fee Framework for Metered Transport Services

- **Pillar:** Economic Development

- **Goal 4:** Introduce a fair and transparent fare system for metered transport operations.
- **Objective 4.1:** Develop and implement a fare structure for taxis and buses with public and stakeholder engagement.

#### Key highlights:

- **Proposed Fare Structure:** Endorsed by the PLTA Board, pending Ministerial approval.
- **Public Consultations:** Planned for Q1 of 2026, supported by an **online public survey**.
- **Digital Payments:** PLTA is in talks with Vodafone (My Cash) and Digicel (M-Vatu) to launch a QR-based bus fare system. Another option is to work with **Digital Financial Service (DFS) Technical Working Group established by the Reserve Bank of Vanuatu to implement the National Financial Inclusion Strategy 2025-2030 to establish the E-Transport system in Vanuatu.**
- **Taxi Meter Tender:** Scheduled post-approval of fare structure to support regulated pricing. Tender to be issued in 2026 to find a supplier of the taxi meters

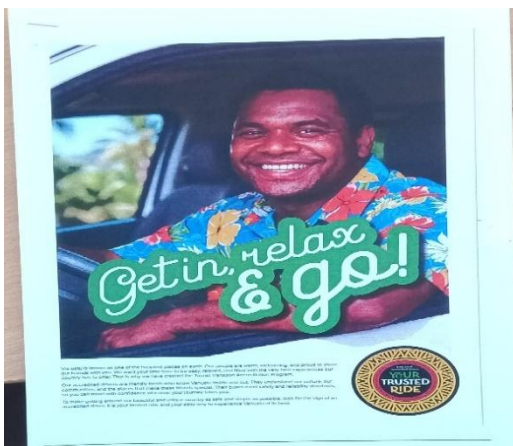


Fig 4.2.26 Digital Financial Services Technical Working Group



### 5. Delivering Coordinated Training and Awareness Programs

- **Pillar:** Social Development
- **Goal 5:** Enhance awareness and capacity to ensure compliance with transport laws.
- **Objective 5.1:** Implement training and public awareness programs to promote understanding of PLTA regulations.



*Fig 2.2.27 The Department of Tourism collaborated with PLTA to secure a funding to commence the Ambassador Training Program in 2026. A consultant has been engaged to write the training modules and progress is underway to find the trainers to deliver the training.*

Budget submission for 2025 included budget support a training officers’ position via NPP. The budget request was declined.

### 6. Developing and Enforcing Transport Standards

- **Pillar:** Infrastructure and Safety
- **Goal 6:** Standardize vehicle and driver requirements to promote safe transport operations.
- **Objective 6.1:** Develop enforceable standards for vehicle owners, operators, and drivers.
- **Transport Standards Approved:** By the PLTA Board, with Police

consultations ongoing to finalize revisions.

- **Next Step:** Request to be submitted to the Office of the Attorney General to draft the relevant Order for enforcement.

### 7. Strengthening Institutional Capacity, Compliance, and Revenue Retention

- **Pillar:** Institutional Strengthening
- **Goal 7:** Improve internal governance and financial autonomy of PLTA.
- **Objective 7.1:** Improve policy, planning, budgeting, and compliance frameworks to support PLTA's transformation into a corporate body.

In preparation for PLTA’s transition into a corporate entity, the department focused on building its internal systems:

- **Public Land Transport Act Amendment:** Designed to enable PLTA to retain and manage its own revenue. Two (2) consultation have been conducted with the Department of Customs and Department of Finance. More Consultation meetings have been organized by MIPU to amend the Road Traffic Control Act which will pave way for the registration of vehicles and issuance of drivers license to be delegated to PLTA.
- **Finance Roles Created:** Positions for **Finance Manager** and **Cashier** included in the organizational restructure and budget submission to recruit a cashier for 2026 has been declined again.
- **Reporting Compliance:** Future operations will align with the **Public**



**Finance Management Act [CAP 244]**, with regular financial reporting to MOF.

The amendment bill is expected to be finalized and submitted to Parliament by before the end of 2026.

### **4.3. Report against ministry Budget Narrative**

#### **DEPARTMENT OF LOCAL AUTHORITIES**

In the 2025 fiscal year, the Department of Local Authorities (DLA) was allocated a budget reflecting the government's commitment to strengthening local governance and service delivery.


#### **VT 891,361,704**


This funding allocation empowered comprehensive support across Vanuatu's six provinces and 71 Area Councils, driving structural reforms, stronger service delivery, and deeper partnerships at the sub-national level.

#### **Activity: MIC – Decentralization Services**

The Department of Local Authorities (DLA) played a central role in advancing decentralization across Vanuatu's six provinces and 71 Area Councils. Through structural reforms, enhanced service delivery, and stronger partnerships, DLA strengthened sub-national governance and accountability throughout the year through its planning, financial management, reporting, resource allocation, governance, legal and administrative support.

#### **1. Institutional Reform and Organizational Strengthening**

 **Activity/Intervention:** Revised DLA's organizational structure, reviewed the Job Descriptions of the current positions and developed the Job Descriptions of new positions using the new Public Service Commission JD Templates under the PSSRM, held two (2) consultations with DG, HRM and PSC (ODU), and submitted the final document to the Office of the DG MoIA.

 **Output:** Finalized DLA's structure and JDs submitted to the DG's Office and HR Unit of the Corporate Services Unit (CSU), Ministry of Internal Affairs. It has been returned for further



fine tuning before submission to the DG's Office in the first quarter of 2026.



#### Outcome:

1. Streamline DLA Structure with clear roles, improved job clarity and responsibilities; and enhanced alignment with national public sector reform priorities.
2. New structure adopted in internal planning and recruitment; increased organizational performance and accountability reported in quarterly updates/reports.

## 2. Local-Level Development Projects



#### Activity/Intervention:

Supported the implementation of development projects across all Area Councils through established planning and new procurement processes to implement the budget allocated to each Area Councils under the six provinces.



**Output:** Projects planned executed in all Area Councils due to a formal procurement process established within DLA to fast track all procurements.



#### Outcome:

1. Empowered local governance,
2. Increased visibility of decentralization at the Community Level
3. Improved service delivery
4. Improved project reporting in the Quarterly, Half Yearly and Annual Reports
5. Improved planning and procurement process at the DLA
6. Project Procurement is fast tracked and ongoing



**Evidence of Change:** Community Livelihoods change as a result of community priority projects implemented

## 3. Sub-National Governance Support and Entitlements



#### Activity/Intervention

Processed constituency allowances and other entitlements for Provincial Councillors.



**Output:** Timely disbursement of allowances to elected officials.



#### Outcome:

1. Strengthened provincial representation
2. Political stability in the Provincial Councils
3. Financial Statements and payroll records along with VNPF contributions confirm consistent payments
4. Proper records are kept at DLA



#### Activity/Intervention 2:

Review and facilitation of publications of By-Laws in the official Gazette.



**Output:** Four (4) Malampa By-Laws gazette, two (2) Sanma By-laws submitted and reviewed by OAG & approved for Minister's signature and for publication in the official gazette and four (4) Tafea By-Laws submitted to OAG for review.

Facilitated Two (2) Tafea PGC By-Laws for gazettal, Two (2) Sanma By-Laws for gazettal and Nine (9) Torba By-Laws for gazettal, Facilitated Nine (9) By-Laws for Shefa PGC and Thirteen (13) By-Laws for Torba PGC to the Office of the Attorney General for their review and legal assessment.



#### Outcome:


1. Strengthened Provincial activities and revenue collection
2. Provincial control mechanisms established
3. Increased revenue collection in for local authorities
4. The development agenda for respective provinces continue to increase
5. Improved Council Governance and Administration



#### Activity/Intervention 2:

Consultation on the review of the Sub-National Planning Guide with Key stakeholders from the bottom-up planning approach





 **Output:** Write up of the Revised Planning Guide.

 **Outcome:**

1. Wider understanding across all government sectors and input into the planning processes
2. Key element of the review is the condensed planning steps in the Planning Guide
3. User friendly guide


#### 4. Area Council Management

 **Activity/Intervention:** Management, Training and mobilization of Area Administrators as well as ensuring that Area Councils have fully equipped permanent offices.


 **Output:** Improve the capacity of our Area Administrators in the areas of planning, community profiling, financial management and administrative processes

 **Outcome:**

1. Enhanced service delivery and coordination between national and sub-national levels.
2. Performance of Area Administrators tracked in routine reports/quarterly reports
3. Area Council Offices are fully functional and provides services to the communities
4. Improved and increase in community projects implemented in the Area Councils

 **Evidence of Change:** Budget Variance reduced indicating more realistic planning and budgeting and community satisfaction of change in their livelihoods.

#### 5. Budget and Financial Management

 **Activity/Intervention:** Managed DLA's budget and prepared twelve (12) Monthly and four (4) quarterly reports,

conducted financial training and produced Monthly quality financial reports.


 **Output:**


1. All reports submitted and training coordinated for provincial finance teams.
2. Consultation reports documented and submitted.
3. Identified issues are addressed in a timely manner.

 **Outcome:**

1. Strengthened financial management, compliance, and transparency at both central and sub-national levels.
2. Reports verified by the Finance Unit; increased financial reporting capacity in the provinces.
3. 100% of Area Councils, Provincial Councils and DLA now maintain digital financial records for record management and audit purposes.

#### 6. Legislative Reform

 **Activity/Intervention:** Reviewed and amended legislations under DLA's jurisdiction; worked with OAG to prepare drafting instructions and COM submission for the revised Bill.

 **Output:** Draft Bill and associated documents prepared and submitted to OAG (Decentralization Act).

 **Outcome:**

1. Improved legal framework to support effective decentralization and governance.
2. Legislative amendment of the Decentralization Act is passed in Parliament
3. Amendments to the Decentralization Act is gazetted.
4. Consultations are held with key stakeholders and research is conducted on the Local Produce Cess Act (CAP 207).



## 7. Office Operations and Infrastructure

### Activity/Intervention:

Upgraded DLA office facilities, improved communication tools, and ensured PSC reporting compliance.



**Output:** Infrastructure beautification completed; staff recruited; quarterly PSC reports submitted and improved communication tools and other improved mechanisms established.



**Outcome:** Improved operational efficiency and visibility of the DLA.



**Evidence of Change:** increase in office improvements indoors and outdoors, improved public engagement with departmental staff and improved visibility of DLA.

## 8. Sub-National Structure Consultation

### Activity/Intervention:

Conducted consultations on the proposed sub-national structure with 13 Line Government Ministries and Three (3) Provincial Councils (Torba, Tafea and Sanma).



**Output:** Consultation report documented and submitted



- Outcome:**
1. Enhanced cross-government understanding and input on the proposed reforms
  2. Feedback is integrated into the updated decentralization strategy
  3. Government to approve and allocate resources to the new structure
  4. Government to assess the new planning, budgeting and reporting aspects of the new sub-national structure

## 9. Financial Audits

### Activity/Intervention:

Conducted audits of Penama, Sanma,

Malampa and Tafea Provincial Councils and a sample of Area Councils.



**Output:** Audit reports completed.



- Outcome:**
1. Improved accountability and financial governance at sub-national levels.
  2. Recommendations from audits acted upon by councils.
  3. Director DLA receives and is informed of Council Performances in regards to compliance to financial regulations and principal legislations.

## 10. Development Partnerships



### Activity/Intervention:

Collaborated with development partners such as UNDP (Gov4Res), DFAT (GfG) and VCCRP and VCAP 2 Project.



### Output:

1. Partnership arrangements formalized; joint initiatives implemented.
2. Continued implementation of priority approved projects



- Outcome:**
1. Expanded resource base and program delivery for decentralized services and priority projects.
  2. Joint activities documented in progress reports, quarterly reports, Half Year Reports and MOUs.

## DEPARTMENT OF URBAN AFFAIRS & PLANNING


In the 2025 financial year, the Department of Urban Affairs and Planning (DUAP) was allocated an operational budget to support its Corporate Service & Administration, Urban Planning, and Foreshore Units. Reflecting the government's commitment to promoting sustainable urban development and effective spatial planning, DUAP continued its core mandate of strengthening urban development through planning, policy development,




institutional support, and oversight of municipal and foreshore affairs.

The department's activities aligned with national policy priorities and contributed to sustainable and inclusive urban growth, focusing heavily on legislative modernization, digital integration, and post-disaster recovery frameworks.

### 1. Technical Assistance and Advisory Services


 **Activity/Intervention:** Provided technical advice and assistance to the Ministry of Internal Affairs and the three municipalities in development planning, financial operations, procurement, audit, and reporting. Supported municipalities in their annual audits and developed strategies to address identified weaknesses.


 **Output:** Submitted audit plans and reports to the Audit Office and appointed audit firms for the Port Vila City Council (PVCC), Luganville Municipal Council (LMC), and Lenakel Town Municipal Council (LTMC). Conducted internal spot checks on municipal clerks.

#### **Outcome:**

1. Improved financial management and compliance with audit requirements across municipal councils.
2. Enhanced transparency and accountability in municipal operations and reporting.

### 2. Legislative and Policy Reform

 **Activity/Intervention:** Undertook comprehensive legislative reviews and developed new planning and foreshore policies, legislations, regulations, and planning guidelines. Reviewed the Foreshore Development Act (CAP.90) and Municipalities Act (CAP.126).


 **Output:** Completed the legislative review of CAP.90 and submitted drafting instructions


to the Office of the Attorney General (OAG). Endorsed the COM Paper for CAP.126. Finalized the National Urban Policy Planning Framework and officially launched the National Housing Policy.

#### **Outcome:**

1. Modernized the legislative framework to support urban planning, foreshore development, and housing initiatives.
2. Strengthened the legal basis for regulated, safe, and inclusive urban development.

### 3. Digital Systems and ICT Integration


 **Activity/Intervention:** Implemented interactive ICT-based systems to integrate administration and planning data in real-time, providing cost-effective options to improve office workflow.

 **Output:** Updated 2025 data in the e-filing system, maintained the DUAP website, and progressed the development of the DUAP e-Planning Tool and the Foreshore Unit database.


#### **Outcome:**

1. Improved office workflow, data accessibility, and real-time planning data integration.
2. Enhanced record-keeping practices for foreshore development applications and urban planning data.

### 4. Institutional Strengthening and Capacity Building

 **Activity/Intervention:** Undertook departmental restructuring, recruited for vacant positions, and coordinated training for personnel in the Department and municipalities to enable improvements in service delivery.





 **Output:** Completed inductions for the LMC Town Clerk and PVCC Deputy Town Clerk. Drafted the proposed DUAP structure, transferred job descriptions to the new format, and conducted training on Government Investment Program (GIP) proposals.

 **Outcome:**

1. Strengthened institutional capacity and improved service delivery through skilled and well-equipped personnel.
2. Enhanced the technical capabilities of planners and foreshore development officers to perform their required roles.

### 5. Urban Planning and Design Implementation


 **Activity/Intervention:** Developed zoning and development control plans, concept plans, and master plans for various urban centers and proposed economic hubs.


 **Output:** Completed the PVCC CBD Concept Plan incorporating the Port Vila Greater Master Plan (PVGMP), the RUDSAP Map for Greater Port Vila, and concept plans for Naoneban and Havanah. Officially gazetted the Rovo Bay and Sola Zoning and Development Plan.

 **Outcome:**

1. Provided structured guidance for sustainable land use and urban development across declared Physical Planning Areas.
2. Facilitated the establishment of new economic and service hubs through evidence-based planning.

### 6. Physical Planning and Growth Control


 **Activity/Intervention:** Established new Physical Planning Areas (PPA) and extended existing ones to promote the security and safety of populations migrating from rural to urban areas.


 **Output:** Officially gazetted the Notice of Intention to declare a PPA by the OAG and successfully declared Lakatoro/Norsup as a Mini-Township.

 **Outcome:**

1. Enhanced coordination and enforcement of urban planning outside core municipalities.
2. Promoted structured growth and safety in newly emerging urban and peri-urban settlements.

### 7. Foreshore Development Oversight


 **Activity/Intervention:** Administered and enforced the Foreshore Development Act, conducted joint site inspections, increased public awareness, and improved revenue collection mechanisms.


 **Output:** Held five Foreshore Advisory Committee meetings, conducted over two site inspections per quarter, finalized standard operating procedures (SOPs), and initiated legal proceedings for offenders.

 **Outcome:**

1. Strengthened the regulation and enforcement of foreshore activities, significantly reducing illegal developments.
2. Increased public awareness of foreshore legislation and improved the collection of revenue through foreshore development.

### 8. Urban Governance and Municipal Financial Management

 **Activity/Intervention:** Supported effective operations, financial management, and administration of municipal councils, including high-quality financial reporting and budget development.

 **Output:** Ensured the timely submission of quarterly reports from municipalities. Officially





gazetted the PVCC Financial Regulation and progressed the beautification plan for LMC.

#### **Outcome:**

1. Strengthened municipal accountability, financial control, and planning coordination.
2. Improved administrative efficiency and revenue initiative planning at the municipal level.

### 9. Urban Safety and Housing Frameworks


 **Activity/Intervention:** Developed legislative and policy frameworks for housing, provided response and recovery assistance following the Efate Earthquake, and executed plans to eliminate hazardous structures.


 **Output:** Launched the National Housing Policy. Completed assessment reports and demolition plans for hazardous structures, hiring certified contractors for execution.

#### **Outcome:**

1. Created safer urban spaces and boosted community morale by eliminating hazardous structures.
2. Established a comprehensive framework for safe housing governance and post-disaster recovery.

### 10. Expansion and Partnerships

 **Activity/Intervention:** Enabled partnerships for urban centre development, sought additional funding for municipality projects, and collaborated with the Vanuatu National Provident Fund (VNPF) to secure state-owned land for government office relocation.

 **Output:** Secured endorsement for 21 GIPs by the National Recovery Committee (NRC) and DESSPAC. Submitted monthly project and audit reports for GPVURP compliance and presented land options to VNPF.

#### **Outcome:**

1. Fostered strong partnerships and secured funding to support municipal and urban development projects.
2. Advanced strategic plans to optimize government office locations and ensure the continuity of essential services.

### DEPARTMENT OF LABOR & EMPLOYMENT SERVICES

In the 2025 fiscal year, the Department of Labour's budget was directed towards enhancing its core functions of labour market governance, workforce development, and the protection of workers' rights. A key financial highlight for the year was the collection of VUV 73,449,667 in revenue from work permits, demonstrating a significant contribution to government revenue. The department's activities focused on strengthening domestic employment services, managing international labour mobility programs, ensuring compliance with national laws and international conventions, and fostering tripartite relationships to create a fair and productive labour environment for all.

#### **Activity Code: MIEA – Labour Regulation**

Its mandate is to protect and promote decent work, equitable labour practices, and sustainable employment pathways both domestically and internationally. The department's interventions were anchored in the principles of fair labour standards, compliance with ILO conventions, and support for national employment and human resource policies.



## 1. Domestic Labour Market Development

### Activity/Intervention:

Advanced the 'Lebakonect' employment portal through marketing and awareness campaigns. Coordinated with training institutions and industry partners to address skills gaps and facilitate job matching.

### Output:

The Lebakonect portal is active, with marketing and a 2026 roll-out plan initiated.

Partnerships established with Youth Challenge Vanuatu (YCV) for a tourism internship program (30 interns) and placement of 5 ICT interns in the private sector.

A tourism skills survey was developed and conducted with 11 businesses to identify skills shortages.

Two candidates secured employment through the Lebakonect job matching service.

### Outcome:

An operational job seeker database is actively being used by both job seekers and employers, creating a more efficient domestic labour market.

## 2. Labour Market Research and Analysis

### Activity/Intervention:

Maintained and improved the In-Country Recruitment Database (IRD) for labour mobility

and conducted targeted industry surveys to inform policy.

### Output:

Ongoing data cleaning and quality operations on the IRD, including merging over 42 duplicate profiles and transferring 389 worker assignments in Q4.

The IRD dashboard was updated to better support users, with the database now hosted by the Office of the Government Chief Information Officer (OGCIO).

A skills survey was conducted in the tourism and construction sectors to identify specific labour shortages.

### Outcome:

Improved data integrity within the national labour mobility database, providing more reliable information for planning and recruitment.

Generated targeted insights into skills shortages in key economic sectors, enabling better alignment of training and workforce development initiatives.

## 3. Labour Mobility Program Implementation

### Activity/Intervention:

Managed the Pacific Australia Labour Mobility (PALM) and Recognised Seasonal Employer (RSE) schemes, including worker mobilization, pre-departure briefings (PDB), welfare case management, and reintegration support.



#### **Output:**

In Q4, 247 workers were mobilized for the PALM scheme and 223 for the RSE scheme.

Pre-Departure Briefings were delivered to 2,001 PALM participants and 2,143 RSE participants.

17 welfare cases were recorded and managed in November, with ongoing engagement from Country Liaison Officers (CLOs).

Reintegration support included processing 96 new superannuation applications in Q4.

#### **Outcome:**

Sustained Vanuatu's position as a key labour-sending country in the Pacific, with robust systems for worker preparation, support, and reintegration.

Compliance with the requirements of the PALM and RSE schemes is maintained.

#### **Evidence of Change:**

Elevated the economic empowerment status of youths and women throughout Vanuatu, including in rural settings.

Increased participation in the economy through entrepreneurship and job creation upon return.

Increased number of children able to access formal education through remittances.

Upskilling of the workforce, with reintegration progress actively monitored by the program.

## 4. Skills Development and Localization

### **Activity/Intervention:**

Enforced the national localization policy by requiring and monitoring counterpart training plans as a condition of the Work Permit Act [CAP 187].

### **Output:**

150 local counterparts were identified for foreign workers, and 150 corresponding training plans were provided and signed by both parties.

Implementation of counterpart training is an ongoing requirement for work permit issuance and renewal.

### **Outcome:**

Enhanced local workforce development and skills transfer through enforced training obligations on employers of foreign workers.

Localization compliance is a key criterion in work permit assessments, with training plans serving as evidence of commitment.

## 5. Inclusion in Employment

### **Activity/Intervention:**

Promoted the inclusion of women and vulnerable groups in domestic and international employment through targeted awareness and policy integration.

### **Output:**

Gender, Equity, Disability and Social Inclusion (GEDSI) awareness campaigns were delivered



to communities in partnership with welfare stakeholders.

Family-i-Redi and Wok-i-Redi training programs, which prepare workers and their families for labour mobility, were conducted with support from partners like IOM and World Vision.

#### **Outcome:**

Broadened access to employment opportunities for all segments of the population through preparatory training and inclusive awareness programs.

### 6. Stakeholder Engagement and Entrepreneurship

#### **Activity/Intervention:**

Strengthened collaboration with the Vanuatu Chamber of Commerce and Industry (VCCI), Youth Challenge Vanuatu (YCV), and other partners to promote entrepreneurship, particularly for returning migrant workers.

#### **Output:**

Held 6 meetings with working groups and partners to advance shared objectives.

Partnered with YCV on a tourism internship support program, funded through the Pacific Labour Mobility Support Program (PLMSP).

The Tripartite Labour Advisory Council (TLAC) recommended the ratification of ILO Conventions C190 (Violence and Harassment) and C191 (Occupational Safety and Health).

#### **Outcome:**

Increased support for self-employment and entrepreneurship through strategic partnerships.

Strengthened tripartite dialogue on key labour matters, leading to recommendations for improving the national legislative framework.

### 7. Labour Law Review and Policy Development

#### **Activity/Intervention:**

Advanced a comprehensive review of key labour legislation and led the development of the National Employment Policy (NEP).

#### **Output:**

The National Employment Policy (NEP) was finalized and officially launched on November 20, 2025.

A review was conducted on five key pieces of legislation: the Employment Act, Trade Disputes Act, OHS Act, Labour Work Permit Act, and Trade Union Act.

Comprehensive legislative drafting instructions for a new Temporary Labour Migration Act were provided to the State Law Office.

#### **Outcome:**

A modernized regulatory framework is being developed to address current labour market challenges and opportunities.

The launched NEP provides a strategic roadmap for national employment priorities.



## 8. Apprenticeship and Skills Matching

### Activity/Intervention:

Advanced the national apprenticeship framework following its endorsement by the Council of Ministers (COM).

### Output:

An Apprenticeship Policy Paper was approved by COM.

The Terms of Reference (TOR) for the Apprenticeship Committee were developed.

A letter of instruction was sent to the Attorney General's Office to prepare the instrument of appointment for committee members.

### Outcome:

Established a formal pathway from training to employment for young workers, with the foundational policy and governance structure now in place pending final appointments.

## 9. Provincial Service Decentralization

### Activity/Intervention:

Expanded service delivery to provincial areas, with a focus on SANMA and MALAMPA provinces, through inspections, dispute resolution, and awareness activities.

### Output:

The SANMA office conducted 23 workplace inspections and handled 57 employment disputes.

Awareness sessions on employment rights were delivered to over 340 individuals in

person in Santo, supplemented by ongoing outreach via phone and email.

Joint operations and inspections were conducted in Santo and Malekula.

### Outcome:

Enhanced access to labour services in outer islands, ensuring employers and employees outside of Port Vila are aware of their rights and obligations and have access to dispute resolution mechanisms.

## 10. Labour Inspection and Compliance

### Activity/Intervention:

Conducted targeted and joint workplace inspections to enforce compliance with all labour laws, including OHS and work permit regulations.

### Output:

A total of 40 workplace inspections were conducted across Port Vila, Sanma, and Malampa.

8 specific inspections were carried out at construction hardware sites.

31 improvement notices were served to non-compliant employers.

A total of VUV 2,200,000 was collected in spot fines for non-compliance, primarily for late work permit renewals.

### Outcome:

Improved workplace safety and higher compliance with labour standards, evidenced



by the issuance of improvement notices and collection of fines.

Increased employer and employee awareness of their respective rights and obligations under Vanuatu's labour laws.

### 11. Employment Dispute Resolution

#### Activity/Intervention:

Managed the conciliation and resolution of employment disputes and facilitated the transfer of unresolved cases to the Employment Tribunal.

#### Output:

A total of 101 individual and collective disputes were registered in Port Vila and Santo.

47 disputes were successfully settled through conciliation.

A total of VUV 11,039,733 in unpaid wages and entitlements was recovered for workers through the department's intervention.

10 unresolved cases were transferred to the Employment Tribunal for adjudication.

#### Outcome:

Provided an effective and accessible mechanism for dispute settlement, resulting in significant financial recovery for employees and the formal adjudication of complex cases.

### 12. Compliance and Enforcement Tools

#### Activity/Intervention:

Developed and utilized policy manuals and guidelines to standardize enforcement and reported on compliance with International Labour Organization (ILO) conventions.

#### Output:

An Employment Relations Manual for Dispute Conciliation and Resolution was developed.

Standard Operating Procedures (SOPs) for the Employment Services Unit are in development.

Reports were submitted to the ILO on unratified Conventions C87 (Freedom of Association) and C98 (Right to Organise and Collective Bargaining), earning commendation for Vanuatu's commitment.

#### Outcome:

Strengthened institutional capacity for consistent and effective enforcement of labour laws.

Maintained Vanuatu's good standing and commitment to its obligations as an ILO member state.

In the 2025 fiscal year, the Department of

### DEPARTMENT OF IMMIGRATION & PASSPORT SERVICES

Immigration and Passport Services (VIS) continued its dedication to efficient migration management, border security, and the facilitation of legal travel and residency. Building upon the historic milestones achieved in the previous year, the department successfully navigated post-earthquake recovery efforts while implementing comprehensive legislative reviews, expanding



decentralized services, and integrating advanced border control technologies to support national security and economic growth.

**Mandate:**

To protect the nation of Vanuatu by managing and controlling the movement of people across international borders, while ensuring secure and efficient issuance of passports, visas, and other travel-related documentation.

**Activity MIDG: Border Control**

**1. Migration Policy Development and Legislative Review**

 **Activity/Intervention:**

Developed and launched Vanuatu's first-ever National Migration Policy and initiated a comprehensive review of the Immigration Act No.17 of 2010 to align with current migration trends and international best practices.

 **Output:**

1. Appointed a technical working committee to support the policy consultant and organized extensive stakeholder consultation meetings.
2. Successfully drafted, validated, and officially launched the final National Migration Policy at a total cost of approximately 5 million vatu.
3. Appointed a technical legislation review committee, supported by funding from the Pacific Immigration Development Committee (PIDC), to draft a Council of Ministers (COM) paper for the review of the Immigration Act.
4. Drafted regulatory changes to incentivize business investors, including the creation of a 30-day business free visa entry automatically issued on arrival.

 **Outcome:**

1. Established a comprehensive, living policy framework to guide the nation's approach to migration, Labor mobility, and border security, subject to bi-annual reviews.

2. Ensured the legislative framework remains agile and responsive to operational needs and economic development goals, particularly in attracting foreign investment.

 **Evidence of Change:**

1. The published and distributed National Migration Policy document.
2. Approved COM paper and subsequent submission to the Office of the Attorney General (OAG) regarding the Immigration Act review.

**2. Border Security, MIDAS Enhancement, and System Integration**

 **Activity/Intervention:**

Enhanced the Management Information and Data Analysis System (MIDAS) and upgraded e-VISA capabilities to improve rapid response capacity, data collection, and inter-agency cooperation.

 **Output:**

1. Successfully connected the MIDAS system at international airports directly to the Interpol database.
2. Synchronized MIDAS Mobile KIT data with the main national database and completed critical upgrades to the e-VISA system.
3. Extracted comprehensive migration reports from MIDAS and shared them with key stakeholders, including Vanuatu Tourism and the Vanuatu Bureau of Statistics.
4. Conducted refresher training for border control officers on the enhanced MIDAS functionalities and implemented the



Advance Passenger Information (API) system in collaboration with UNOCT.

#### **Outcome:**

1. Border control officers now possess real-time access to international security databases, allowing for the vetting of passengers prior to their physical arrival in Vanuatu.
2. Provided evidence-based migration data to government agencies, significantly improving national development planning and tourism forecasting.

#### **Evidence of Change:**

1. Active Interpol connectivity logs at border checkpoints and regular distribution of MIDAS migration statistical reports to partner agencies.

### 3. Organizational Restructuring and Disaster Recovery

#### **Activity/Intervention:**

Reviewed the departmental organizational structure to support ongoing reforms and executed a full recovery of Immigration operations following the December 2024 earthquake.

#### **Output:**

1. Appointed a working committee to assist the HR unit in completing Job Descriptions (JDs) according to the new GRT format, achieving 90% completion for submission to the Public Service Commission (PSC).
2. Prepared the 2025 budget for the New Policy Proposal (NPP) aligned with the proposed organizational structure.
3. Engaged a contractor to commence maintenance on the Headquarters for damages caused by the earthquake.

4. Successfully relocated officers back to the TAMARA building in the Central Business District (CBD).

#### **Outcome:**

1. Ensured the organizational structure is adequately resourced and aligned to support the numerous digital and operational reforms undertaken by the Department.
2. Restored full, normal operations at the main headquarters, ensuring zero long-term disruption to public services post-disaster.

#### **Evidence of Change:**

Completed structural review documents submitted to the PSC and a fully operational, repaired Headquarters building in the CBD.

### Activity MIDH: Passport Services

#### 1. Passport Issuance, Integrity, and Service Expansion

#### **Activity/Intervention:**

Upgraded the integrity of passports and travel documents through strict compliance measures, system digitalization, and the enforcement of new issuance prerequisites.

#### **Output:**

1. Assessed and developed a credible process for passport delivery to citizens abroad, including consultations with the Ministry of Foreign Affairs on the delegation of power.
2. Improved the Certificate of Identity document to strictly adhere to International Civil Aviation Organization (ICAO) standards.
3. Removed the entitlement of Trade Commissioners to Diplomatic passports to prevent misuse and maintain document prestige.



4. Enforced strict prerequisites: requiring the completion of the Citizenship process before passport issuance, mandating all application forms and documents be provided upfront, and requiring original birth certificates issued directly by the Civil Registry.

#### Outcome:

1. Significantly enhanced the global credibility and security of the Vanuatu passport and related travel documents.
2. Streamlined the issuance of passports for applicants applying through the Labour scheme and improved coordination with heads of Vanuatu missions abroad.

#### Evidence of Change:

Updated diplomatic passport registry, ICAO-compliant Certificate of Identity templates, and signed cooperation agreements with the Civil Registration and Vital Statistics (CRVS) office.

### 2. Decentralization of Immigration and Passport Services

#### Activity/Intervention:

Expanded access to passport and immigration services nationwide by establishing provincial infrastructure and delegating processing functions.

#### Output:

1. Achieved 80% completion of the new Immigration building for PENAMA Province, with ongoing efforts to resource the building with furniture and office equipment.
2. Established VIS officers in each province and municipality, achieving 90% completion of the nationwide rollout.
3. Delegated functions to Area Administrators to collect passport applications and conduct initial processing.

4. Initiated the development of an online passport application system (currently in progress).

#### Outcome:

1. Citizens in rural and provincial areas, including TAFEA, MALAMPA, SANMA, and TORBA, now have direct, equitable access to passport enrolment systems without the financial burden of traveling to Port Vila.
2. Reduced the operational bottleneck at the main Port Vila office by distributing the application processing load across provincial centers and overseas missions (Hong Kong, New Caledonia, Dubai).

#### Evidence of Change:

1. Operational provincial passport enrolment stations and statistical data showing a significant volume of passports issued from provincial locations (e.g., Sanma: 2041, Malampa: 1887).

### 3. Revenue Tracking and Financial Management

#### Activity/Intervention:

Monitored and maximized revenue collection through streamlined immigration processes, online payment integrations, and decentralized passport services.

#### Output:

1. Continuously monitored revenue collection to ensure alignment with the approved 2025 revenue budget of 800 million VUV.
2. Maintained ongoing yearly revenue collection from the Main HQ in conjunction with all operational Provincial offices.
3. Advised the Finance department on revenue collection updates and proposed new revenue collection initiatives as required.

#### Outcome:



1. The Department successfully exceeded its revenue targets, collecting over 1 billion VUV for the year 2025.

2. Passport revenue alone contributed significantly, with total collections across all enrolment stations amounting to 625,691,499 VUV, driven by system efficiency and the integration of online payment features.

#### Evidence of Change:

1. Official financial reports and treasury receipts confirming the collection of over 1 billion VUV, alongside detailed passport revenue breakdowns by category and location.

### DEPARTMENT OF CIVIL REGISTRY & IDENTITY MANAGEMENT

During the **2025 fiscal year**, the Civil Registration and Identity Management (CRIM) Department continued implementing its mandate to strengthen Vanuatu's civil registration and national identity management systems. The government allocated financial (92,307,492 Vatu) resources to support CRIM's operational priorities, including improving the registration of vital events, strengthening the national population registry, expanding access to national identification services, and modernizing legislative and institutional frameworks.

These investments support the Government's commitment under the Vanuatu National Sustainable Development Plan 2016–2030, particularly Strategic Objective SOC 6.9, which aims to strengthen national research, data, and statistics for improved accountability and decision-making.

#### **Mandate**

CRIM is responsible for strengthening civil registration and identity management systems in Vanuatu. The department ensures the efficient registration of vital events, issuance of secure national identity credentials, and

maintenance of an accurate and accessible civil registry.

Through these services, CRIM contributes to improved identity security, enhanced access to legal documentation for citizens, and the provision of reliable population data for national development planning.

#### 1. Improve Coverage for Registration of Vital Events

##### Activity / Intervention

Continued implementation of the organizational restructuring approved by the government, including recruitment of key operational roles such as the Deputy Registrar General, Death Registrar, Marriage Registrar, Finance and Administration Officer, and Provincial Registrars. Access to the civil registration database was expanded to authorized users at the provincial and community levels.

##### Output

- Key officers recruited at both the CRIM headquarters and provincial offices.
- A total of 451 authorised users gained access to the civil registration database, including Area Administrators and Community Liaison Officers (CLOs) representing approximately 11% of users.

##### Outcome

1. Improved coverage and quality of birth, marriage, and death registrations across the country, particularly at the sub-national level.
2. Strengthened death registration processes through the establishment of dedicated registrar roles and expanded local reporting mechanisms.

#### Evidence of Change

- Greater transparency and reliability of population records used in national



governance processes, such as the Provincial Election in early February 2026, and adoption of the National ID as mandatory for school enrolment for schools and for access to school government grants.

- Improved availability of civil registration data to support electoral administration and public service delivery.

## 2. Establish and Maintain a Central Civil Register and Population Registry

### Activity / Intervention

Continued development of the upgraded civil registration system (RV5) to replace the existing RV4 platform. International registration access points were established to support the Vanuatu Seasonal Workers abroad, while nationwide awareness and training programs were conducted for stakeholders.

### Output

- One international civil registration access point established in New Zealand.
- Community awareness programs conducted in Torba, Sanma, Penama, Malampa and Tafea provinces.
- Stakeholder training and coordination workshops were conducted in Santo and Ambae.

### Outcome

1. Expanded access to civil registration services for both domestic and overseas citizens.
2. Improved collaboration between CRIM and key government stakeholders involved in the Civil Registration and Vital Statistics (CRVS) system.
3. Increased reporting of vital events, including improved death registration.

## 3. Improve Coverage for Issuance of National Identity Cards

### Activity / Intervention

Prepared for the national rollout of the upgraded RV5 system and expanded National ID services through procurement planning for ID card printers at the Area Council level. National ID issuance continued despite existing hardware limitations.

### Output

- Procurement planning completed for additional 18 ID card printers to support decentralization of services.
- Quarterly statistical reports produced, including gender-disaggregated data on National ID registrations.

### Outcome

1. Continued issuance of National Identity Cards using the existing system while preparing for expanded decentralized services.
2. Operational readiness for the deployment of ID card printers across provinces, with a target of two printers per province to support service delivery at the Area Council level.

## 4. Regulate and Develop CRIM-Related Legislation and Policies

### Activity / Intervention

Continued review and modernization of key legislation governing civil registration and identity management. Stakeholder consultations were conducted on issues related to adoption, marriage registration, and data protection.

### Output

- Review and proposed amendment of **one key piece of legislation** relating to marriage administration.

### Outcome

1. Strengthened legal and regulatory framework governing civil registration and identity management systems.



2. Legislative review outcomes presented during national stakeholder consultations and are in the submission stage to the Office of the Attorney General of Vanuatu for legal review.

### 5. Improve Service Delivery and Organizational Compliance

#### Activity / Intervention

Developed and implemented the CRIM Annual Business Plan and conducted quarterly planning and reporting exercises. The department completed its restructuring process, including approval for additional staffing positions.

#### Output

- Four quarterly performance reports submitted in compliance with government reporting requirements.
- Asset assessment conducted across CRIM operations.
- Four new positions approved under the new organizational structure.

#### Outcome

1. Strengthened organizational compliance with government reporting and planning frameworks.
2. Improved readiness for the decentralization of civil registration and identity services.

#### Evidence of Change

- Four positions approved for recruitment by the Public Service Commission of Vanuatu.
- Recruitment processes initiated for key technical positions, including:
  - ICT Officer,
  - Assistant ICT Officer,
  - Data Analyst and
  - Assistant Provincial Registrar, Torba Province.

### 6. Provide Electoral Authorities with Verified Civil Data

#### Activity / Intervention

CRIM provided verified civil registration and National ID data to support voter verification processes during national electoral activities.

#### Output

- Verified civil data shared with the Vanuatu Electoral Office in real time through the RV4 database.

#### Outcome

1. Strengthened credibility and accuracy of the national voter register in preparation for the Torba Provincial Election in February 2026.
2. Reduced risk of duplicate or fraudulent voter registrations.

#### Evidence of Change

- CRIM civil registry data was used to support voter validation during the Torba Provincial Election, improving confidence in electoral processes.


### TRADE DISPUTE TRIBUNAL


In the 2025 financial year, the Trade Dispute Tribunal (TDT) was allocated a budget of VT 12,500,000, reflecting the Government's commitment to strengthening the national mechanisms for resolving employment and trade-related disputes fairly, efficiently, and independently. Throughout the year, the Tribunal continued to fulfil its core mandate of providing accessible, impartial, and timely dispute-resolution services. Its activities focused on strengthening institutional capacity, improving procedural efficiency, enhancing stakeholder engagement, and supporting the effective enforcement of labour and trade-related rights. These efforts aligned with national policy priorities aimed at promoting social justice, industrial harmony,



and a stable employment environment conducive to economic growth.

### 1. Institutional Strengthening and Capacity Building

 **Activity/Intervention:** Recruited two Officers to support the operational and administrative functions of the Tribunal.


 **Output:** The vacancies were successfully filled, ensuring the office is fully operational and staffed to handle incoming caseloads.


 **Outcome:**

1. The Judicial Service Commission approved the organizational structure and job descriptions, and the Government Remuneration Tribunal awarded the appropriate scales.

2. The positions are now occupied under a proper office organizational structure and formalized job descriptions, ensuring clear operational mandates.

### 2. Procedural Efficiency and Dispute Resolution

 **Activity/Intervention:** Processed and managed employment and trade-related disputes through conciliation and formal tribunal hearings, with a strategic focus on clearing historical case backlogs and recovering monetary trusts for affected parties.


 **Output:** Successfully submitted unsettled disputes from 2023 to the Tribunal for formal determination in late 2024 and early 2025.


 **Outcome:**

1. Improved the timely resolution of trade and labour disputes, providing accessible and efficient justice for both workers and employers.

2. Ensured direct financial restitution for aggrieved parties through the successful recovery and disbursement of employment trust funds.

### 3. Stakeholder Engagement and Tripartite Relations

 **Activity/Intervention:** Facilitated tripartite dialogue between labour unions, employers, and government representatives to clarify legal interpretations of labour laws and build capacity for effective, harmonious labour relations.

 **Output:** Conducted direct employer meetings and identified capacity-building programs aimed at equipping union leaders with essential negotiation, conciliation, and dispute resolution skills.

 **Outcome:**

1. Fostered greater cooperation and mutual understanding among tripartite labour partners, mitigating workplace tensions and reducing the frequency of escalated disputes.

2. Enhanced the capability of union representatives to effectively and professionally advocate for workers' rights during the conciliation process.

## PUBLIC LAND TRANSPORT AUTHORITY

In the 2025 budget cycle, the Public Land Transport Authority (PLTA) was allocated a budget of VT 38,540,000. This funding reflects the government's ongoing commitment to harmonizing the legislative and policy framework, establishing ICT-based operations, enforcing compliance for safety and revenue generation, and improving overall service delivery and organizational compliance within Vanuatu's land transport sector.

**Mandate:**


The Land Transport Authority is a Statutory Body established under the Public Land



Transport Act No 4 of 2015 to control the operation and management of public land transport in Vanuatu. Its core functions include overseeing the provision of public land transport services, ensuring compliance by owners and drivers, organizing training, setting vehicle and driver standards, prescribing fare structures, advising the Minister, and registering Provincial Public Land Transport Associations. The Authority aims to improve service delivery, safety standards, and revenue generation through integrated ICT-based systems and inclusive policy frameworks.

### Activity MIEG: Land Transport Authority


#### 1. Legislative and Policy Strengthening


 **Activity Intervention:** Undertake a comprehensive review of existing legislation and policy to strengthen the operations of the Authority, transition its legal status to the "Land Transport Authority" (from Public Land Transport Authority), and introduce an online payment system for bus fares in collaboration with Vodafone and Digicel.

#### **Output:**


1. Draft Policy and DCO Paper completed for the establishment of the Land Transport Authority.
2. Online bus fare payment system developed, piloted, and in use via Vodafone and Digicel platforms.

#### 2. ICT-Enabled Compliance System


 **Activity Intervention:** Develop a QR Code System and trial for Permit Cards to link directly to the central Database System. Integrate the Data Card printing process to retrieve QR Code images generated by the PLTA Database System to improve compliance, revenue streams, and enforcement.

 **Output:** 1. QR Code System developed, tested, and actively in use.

2. QR Code images successfully integrated into Permit Cards and Data Card Machines.


 **Outcome:** Establishment of an integrated ICT-based licensing system that simplifies permit validation, strengthens enforcement capabilities across the transport sector, and improves revenue tracking.

#### 3. Enforcement and Operations Expansion


 **Activity Intervention:** Undertake consultative workshops with sector stakeholders to develop agreed Land Transport enforcement procedures and operations, and recruit dedicated Enforcement Officers under the newly proposed organizational structure.

#### **Output:**

1. Workshop Outcomes report(s) finalizing the agreed LTA Mandate, awareness strategies, and enforcement procedures.
2. Successful recruitment and onboarding of new enforcement officers.

 **Outcome:** Enhanced enforcement of and compliance with the Act and Ministerial Orders, contributing directly to the safety of land transport, reduced illegal operations, and increased revenue generation.


#### 4. Taxi Meter and Fare System

 **Activity Intervention:** Review and introduce a standardized fee framework, procure taxi meters for taxi operators, organize targeted awareness campaigns, and introduce standard taxi signs for clear identification.


#### **Output:**

1. Taxi meters procured and distributed to operators.
2. Standardized Taxi Signs implemented across the sector.




 **Outcome:** Introduction of a regulated fee framework for metered transport operations, ensuring standardized fare levying, improved transparency for passengers, and a modernized transport experience.

## 5. Training and Awareness


 **Activity Intervention:** Undertake coordinated training programs in the provinces to improve awareness of compliance, operations, and safety issues, and re-introduce specialized training for Tourism Drivers Permits.

### Output:

1. 6 Training Reports completed detailing provincial training on legislation, fees, and standards.
2. Issuance of Tourism Drivers Permits to qualified participants.


 **Outcome:** Improved understanding of and compliance with the Act and Ministerial Orders among vehicle owners, operators, and drivers, leading to safer land transport operations and enhanced service quality in the tourism sector.

## 6. Development of Transport Standards

 **Activity Intervention:** Develop a formal Paper for the State Law Office (SLO) focusing on Land Transport Standards and the implementation of standardized Drivers IDs.


### Output:

1. SLO Paper on Standards drafted and submitted for legal review.
2. Standardized Drivers IDs developed and in use by operators.

 **Outcome:** Enforceable standards met by vehicle owners, operators, and drivers, providing legal clarity, improving the overall


quality of public land transport, and ensuring passenger safety.

## 7. Institutional Strengthening

 **Activity Intervention:** Undertake an efficient planning, budget, and reporting framework, implement a decentralization restructure, and recruit officers under the new structure via a New Policy Proposal (NPP).

### Output:

1. Restructure Submission completed and endorsed.
2. Budget submission via NPP finalized to support the new organizational framework.

 **Outcome:** Improved service delivery and organizational compliance through an inclusive policy, legislative, planning, and reporting framework, supported by a decentralized and fully staffed organizational structure capable of meeting provincial demands.

## VANUATU ELECTORAL OFFICE

In the 2025 budgeted year, the Electoral Commission (EC) and Vanuatu Electoral Office (VEO) were allocated an Activity Cost of VT 62,459,127 and a Cash Grant & Aid budget of VT 171,940,622 (US\$1,446,094) for Electoral Services. This funding underscores the commitment to preserving the achievements of Vanuatu's democratic system attained since Independence. The Electoral Commission acts as the sole authority in charge of electoral matters, while the VEO serves as the executive secretariat and implementing agency responsible for the registration of electors, maintenance of the Voter Register, and the preparation and conduct of direct elections. In 2025, the EC and VEO carried out the following activities:



**Mandate:**

To supervise the registration of eligible electors and conduct all elections specified by the Constitution of Vanuatu and related electoral legislation, ensuring free and fair elections while providing inclusive and accessible electoral facilities for all citizens.

**Activity MIEB: Electoral Services & PROGRAM MIEC: Conduct of Elections**

**1. Election Management and Reporting**

 **Activity/Intervention:**

Successfully conducted the Snap General Election, four provincial government council (PGC) elections (Penama, Malampa, Shefa, and Tafea), and two Port Vila Municipal Council (MC) by-elections. All electoral processes were consolidated within the VEO administration, including procurement and logistics, and executed according to new legislation, policy, and procedures.

 **Output:**

Snap General Election, 4 provincial elections, and 2 municipal by-elections successfully conducted and reported.

 **Outcome:**

1. Delivered efficient, equitable, inclusive, and timely elections across National, Provincial, and Municipal levels.
2. Preserved the integrity of the democratic system through accurate and proper implementation of core electoral functions.

 **Evidence of Change:**

1. Activities and election outcomes comprehensively reported in Quarterly and Annual reports.

**2. Voter Registration and Data Integrity**

 **Activity/Intervention:**

Conducted continuous updates and validation of the Voter Register to ensure efficient and credible elections. This included rigorous checking and verification of elector data to maintain the accuracy of the electoral roll.

 **Output:**

Over 100,000 person records checked, verified, and updated on the voter list.

 **Outcome:**

1. Established an efficient, updated, and validated Voter Register.
2. Improved the overall integrity and credibility of the electoral process.

 **Evidence of Change:**

1. Voter Register updated continuously, with data and progress officially reported in the VEO Annual Report.

**3. Identity Verification Collaboration**

 **Activity/Intervention:**

Partnered closely with the Civil Registry and Identity Management (CRIM) to establish efficient and improved voter registration by utilizing Biometric Voter Registration (the National ID Card). Supported nationwide



awareness programs to improve National ID Card holder numbers.

 **Output:**

Nationwide outreach and awareness programs held ahead of the Snap General Election, PGC elections, and MC by-elections to promote the acquisition and validation of ID cards.

 **Outcome:**

1. Improved voter identification and registration efficiency through biometric integration.

**Evidence of Change:**

1. Percentage of voters holding validated ID Cards, disaggregated by gender, tracked through awareness program reach.

**4. Public Awareness and Voter Education**

 **Activity/Intervention:**

Provided comprehensive awareness campaigns for voter engagement utilizing Media, Facebook, Web Sites, Posters, and Civic Education in schools. The initiative aimed to improve inclusive civil engagement and civic education specifically targeting women, youths, people with disabilities, civil society, and other government agencies.

 **Output:**

Nationwide outreach and awareness programs successfully executed ahead of the Snap General Election, Penama, Malampa, Shefa, and Tafea PGC elections, and Port Vila MC by-elections.

 **Outcome:**

1. Increased civil engagement and public understanding of voter information and electoral procedures.

**Evidence of Change:**

1. VEO Annual Report reflects the extensive awareness campaigns and publicity undertaken throughout the year.

**5. Electoral Commission Meetings and Dispute Resolution**

 **Activity/Intervention:**

Conducted regular EC Commission meetings to progress engagement with Parliament, the Office of the Auditor General (OAG), civil society, and key stakeholders. Liaised with sector stakeholders to review and revise electoral legislation and regulations, and monitored the electoral environment for disputes.

 **Output:**

Over 4 Commission meetings held with minutes prepared; more than 1 consultation meeting on the legislative framework conducted.

 **Outcome:**

1. Progressed policy development and the implementation of the legislative framework for the electoral system.
2. Maintained a stable and transparent electoral environment with zero election disputes lodged.

**Evidence of Change:**

1. VEC Meeting Minutes documented; Annual Report tracks consultation



meetings and confirms no electoral disputes were recorded.

### 6. Electoral Accessibility and Polling Station Expansion

**Activity/Intervention:**

Implemented strategic decentralization of service delivery by splitting "mega stations" and establishing new polling stations to enable more inclusive and equitable access for voters during registration and polling dates.

**Output:**

Multiple new polling stations established from former mega stations.

**Outcome:**

1. Smoother voting experience with improved, inclusive, and equitable access to electoral facilities for all citizens.

**Evidence of Change:**

1. Operational planning reports confirm the successful establishment of new stations and improved voter access.

### 7. Organizational Restructuring and Decentralization

**Activity/Intervention:**

Developed and implemented the EC and VEO restructure to improve decentralized service delivery, especially in the provinces. Submitted New Policy Proposals (NPPs) to the Ministerial Budget Committee (MBC) to establish the EC as an independent agency with an operational budget and to secure additional staffing.

**Output:**

Senior Operations appointed; Malampa Provincial Officer and ICT Officer recruited. 2 NPPs submitted to the MBC (for operations budget and a Political Party Liaison Officer), though not approved in this cycle.

**Outcome:**

1. Improved service delivery and organizational compliance through restructure implementation, decentralization, and enhanced ICT capabilities.

**Evidence of Change:**

1. Official recruitment records for the Malampa Provincial Officer, ICT Officer, and Senior Operations roles.

## VANUATU POLICE FORCE

### CRIME PREVENTION UNIT

The Crime Prevention Unit (CPU) 2025 Annual Report highlights the unit's contributions toward the strategic priorities of the Vanuatu Police Force, focusing on community safety, public trust, and strengthened partnerships with stakeholders. Throughout the year, the unit conducted extensive preventive and engagement activities designed to enhance public safety, increase police visibility, and foster strong relationships across urban, rural, and coastal communities.

During this period, the CPU carried out 1,126 patrol operations, including mobile, foot, country, and boat patrols, and implemented 684 community-based activities, encompassing consultations, mediation cases, stakeholder meetings, crime prevention awareness programs, and school engagements. Most planned initiatives were



successfully executed, particularly in community policing and partnership development. However, some activities, such as road safety improvements and cyber safety awareness programs, were only partially completed due to systemic challenges and emerging risks.

Overall, the Crime Prevention Unit demonstrated consistent dedication to preventive policing, community engagement, and public awareness initiatives throughout 2025, reinforcing its role in promoting safe and resilient communities.

**PRIORITY 1: KEEPING COMMUNITIES SAFE & SECURE**

**Key Outputs & Performance:**

Activity	Target / Output	Status	Evidence
School Awareness Sessions	17	Achieved	School Reports
School Visits	31	Achieved	Visit Reports
Legal Awareness Workshops	2	Achieved	Workshop Records
Crime Prevention Awareness (Road Safety Included)	80	Achieved	Awareness Reports

<b>Total Road Safety &amp; Awareness Activities</b>	130	Partially Achieved	Traffic Data
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**Outcomes:**

The unit successfully increased road safety awareness and promoted greater compliance among the public, while also improving engagement in road safety initiatives. Despite conducting **130 awareness activities**, traffic congestion—especially in **Port Vila**—continues to pose challenges. Limitations in infrastructure, rapid urban growth, and high vehicle volumes have reduced the overall impact of these campaigns. To achieve sustained improvements, a coordinated multi-agency approach is recommended.

**Activity 1.1.2 – Increase Police Presence in Communities and EEZ**

**Patrol Operations Conducted:**

Patrol Type	Number	Purpose
Mobile Patrols	993	Community Confidence & Safety
Foot Patrols	74	Community Confidence & Safety
Country Patrols	47	Rural Engagement
Boat Patrols	12	Coastal/Island Outreach

**Total Patrols:** 1,126

**Outcomes:**

Police visibility was significantly enhanced nationwide, strengthening deterrence in communities and improving public confidence and perceptions of safety. These objectives



were fully achieved, with **boat patrols** supporting outreach to island communities. Sustained patrol operations have had a positive impact on public trust and the overall sense of security.

**PRIORITY 2: WORKING THROUGH PARTNERSHIP**

**Activity 2.1.2 – Community Policing & Community Safety Teams**

**Key Outputs:**

Activity	Total
Community Consultation Meetings	316
Community Visits & Engagements	109
Stakeholder Meetings	43
Police Assistance / Mediation Cases	73
Community Safety Team Trainings	7
Farea Program Engagements	3
Capacity-Building Trainings Attended	3
<b>Total Activities</b>	<b>554</b>

**Outcomes:**

Partnerships with chiefs and community leaders were strengthened, supporting **early dispute resolution** through **73 mediation cases**. Coordination at the local level was also improved via **Community Safety Teams**, contributing to more effective community engagement. These objectives were fully achieved.

**Activity 3.1.3 – Mass Crime Prevention Awareness**

**Key Outputs:**

Activity	Total
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<b>Crime Prevention Awareness Sessions</b>	<b>80</b>
<b>Legal Awareness Workshops</b>	<b>2</b>
<b>School Awareness Sessions</b>	<b>17</b>
<b>School Visits</b>	<b>31</b>
<b>Total Activities</b>	<b>130</b>

**Outcomes:**

Public reporting of incidents increased, youth engagement was expanded, and the community’s understanding of crime prevention improved. These objectives were successfully achieved.

**Activity 3.3.1 – Cyber Safety Pacifica**

**Key Outputs:**

Activity	Total
School Awareness (Cyber-related sessions)	17
Community Awareness Sessions	80
Legal Awareness Workshops	2
<b>Total Activities</b>	<b>99</b>

**Outcomes:**

Digital safety awareness was raised, understanding of cyber risks improved, and youth engagement in online safety was strengthened. These objectives were **partially achieved**, as cyber safety initiatives were integrated into broader crime prevention programs. Despite increased outreach, the rising prevalence of cyber risks underscores the need for dedicated programs and stronger online safety measures.

**OVERALL SUMMARY – 2025**

- **Patrol Operations:** 1,126



- **Community-Based Activities:** 684 (including mediation, consultations, awareness sessions, school programs, and trainings)

**Performance Assessment:**

- **Priority 1 – Keeping Communities Safe & Secure:** Fully Achieved
- **Priority 3 – Working Through Partnership:** Fully Achieved

**Key Achievements:**

During 2025, the Crime Prevention Unit conducted **1,126 patrol operations**, significantly enhancing police visibility, and carried out **684 community-based engagements**. The unit maintained a strong presence in mediation and consultation, handling **389 combined cases and consultations**, while actively developing **Community Safety Teams** and sustaining consistent school and youth outreach programs.

Key challenges included limited resources, particularly for maritime operations and engagement with outer island communities, transport and logistical constraints affecting access to remote areas, urban traffic management issues in **Port Vila**, rising cyber security risks, and high demand for expanded community programs.

To address these challenges, it is recommended that maritime patrol operations be expanded to improve outreach to coastal and island communities, and that cyber safety programs be strengthened through dedicated workshops for schools and youth. Community Safety Teams should be enhanced and extended into rural and high-risk areas, while traffic safety coordination should be improved through inter-agency collaboration. Additionally, introducing **quarterly**

**performance monitoring** is advised to track activities effectively and optimize resource allocation.

**CONCLUSION**

The **2025 reporting period** demonstrates strong performance by the Crime Prevention Unit in both preventive policing and community engagement. High levels of patrol and community engagement contributed to improved public safety, increased public trust, and strengthened collaboration with local leaders.

Despite ongoing challenges in **cyber security, traffic management, and logistical support**, the unit’s overall performance aligns closely with national policing priorities. Sustained investment in community policing, expanded outreach programs, and enhanced inter-agency cooperation will be critical to maintaining progress and further improving public safety across Vanuatu.

**4.4. Policy development**

The information below outlines new policies initiated by the Ministry of Internal Affairs through its key departments in 2025.

**DEPARTMENT OF LOCAL AUTHORITIES**

The DLA continues its strategic efforts to establish a comprehensive Decentralization Framework. This initiative is being advanced with the ongoing support of the *Governance for Growth* program, ensuring that provincial growth plans and regional hub development are effectively integrated into national planning.

**DEPARTMENT OF URBAN AFFAIRS & PLANNING**

environment, DUAP successfully launched the **National Housing Policy (2025–2030)** and the **2025 Edition of the Vanuatu National Building**



**Code.** Developed in close collaboration with the Ministry of Infrastructure and Public Utilities (MIPU), these initiatives set updated standards for infrastructure, ensuring resilience against natural disasters and evolving community needs.

#### DEPARTMENT OF LABOR & EMPLOYMENT SERVICES

DOLES achieved a historic milestone with the launch of Vanuatu's first-ever **National Employment Policy (2025–2030)**, which provides a comprehensive framework to address unemployment, skills gaps, and inclusive growth. Complementing this, the Department also released the **Vanuatu Labour Mobility Reintegration Strategy and Action Plan (2025–2028)**, designed to empower returning workers and translate international labour experience into long-term domestic economic opportunities.

#### VANUATU IMMIGRATION SERVICES

Following direction and approval from the Council of Ministers (COM), the department is developing the first-ever **National Migration Policy** to expand its scope in monitoring migration patterns and data collection. In tandem with these policy efforts, the department successfully fully operationalized its biometric systems as of May 1, 2025, to further enhance national border security and identity management.

#### CIVIL REGISTRATION & IDENTITY MANAGEMENT

CRIM has made significant progress in digital transformation by working towards an integrated online application system equipped with digital payment methods, developed in partnership with the Pacific Development Consulting (PDC). Additionally, the department has undertaken the soft launch of the **Register VIZ5 (RV5)**, a modernized system designed to improve data quality and streamline the issuance of civil records and National ID cards.

## 4.5. portfolio Legislative Framework

The information below lists legislative amendments made by the Ministry and its departments in 2025.

### DEPARTMENT OF LOCAL AUTHORITIES

#### Decentralization (Amendment) Act No. 30 of 2025

The Decentralization Amendment Act introduces reforms aimed at strengthening governance structures within provincial governments and area councils.

One key change is the replacement of the terms “Local Government Region” and “Local Government Council” with “Provincial Government Region” and “Provincial Government Council.” This provides clearer institutional terminology and reinforces the role of provincial governance structures.

The amendments also improve the composition and inclusivity of area councils, including the addition of representation for persons with disabilities within area council divisions.

Clearer rules have also been introduced regarding area council meetings. Each area council must hold two ordinary meetings annually: an administrative meeting in March and a budget meeting in September. These meetings are limited to a maximum of three days to ensure efficiency in council operations. The amendments strengthen transparency and governance procedures within provincial councils by requiring the recording, certification, and submission of official minutes of council meetings to the responsible government department.

The Act also introduces a new process for provincial by-laws, requiring approved by-laws to be publicly displayed before submission to the Minister for publication in the Gazette. Members of the public are given a 30-day period to raise complaints before the by-law is finalized.

Additionally, the legislation clarifies that provincial by-laws must not conflict with



national legislation or regulations, ensuring consistency across legal frameworks.

These reforms strengthen institutional clarity, transparency, inclusiveness, and procedural governance within Vanuatu's decentralization framework.

### DEPARTMENT OF URBAN AFFAIRS & PLANNING

#### **Municipalities (Amendment) Act No. 48 of 2025**

The Municipalities Amendment Act introduces significant reforms to strengthen the governance, administration, and financial management of municipal councils.

A major reform is the establishment of Ward Councils within municipalities. These councils provide a structured platform for community participation in municipal governance. Each Ward Council includes representatives from key community groups such as chiefs, women, youth, churches, businesses, and persons with disabilities. Ward Councils are responsible for reviewing community action plans, preparing Ward Development Plans, and monitoring their implementation while reporting to the Municipal Council.

To support these new structures, the Act introduces the position of Ward Administrator, appointed by the Public Service Commission, to manage the administrative functions of Ward Councils and ensure that ward development plans align with municipal development priorities.

The amendment also clarifies the composition and leadership of municipal councils, allowing the Minister to determine the number of councillors and formalizing the election of a mayor and deputy mayor. The mayor is designated as the chairperson of council meetings.

The Act also reforms municipal council meeting structures by limiting councils to two ordinary meetings per year, with the second meeting designated as the budget meeting held in October. Councils may also convene up to three extraordinary meetings when necessary.

In addition, the amendments strengthen municipal financial management and revenue

powers. Municipal councils are now explicitly empowered to generate revenue through the collection of rates and taxes and may introduce by-laws regulating such charges and licensing requirements within municipal boundaries, subject to ministerial approval.

Financial accountability is also enhanced through improved auditing procedures, public inspection of municipal budgets, and the requirement for clerks to submit quarterly performance reports on key municipal officials to the Director of Urban Affairs and Planning. Overall, these reforms strengthen community participation, administrative oversight, and financial accountability in municipal governance.

#### **Foreshore Development (Amendment) Act No. 29 of 2025**

The Foreshore Development Amendment Act strengthens regulatory oversight and enforcement mechanisms relating to development activities along Vanuatu's foreshore areas.

One of the key reforms is the introduction of stronger public transparency requirements for foreshore development applications. Development applications must now be publicly displayed at area council notice boards, local authority notice boards, and on the website and digital platforms of the Department of Urban Affairs and Planning for a minimum period of fourteen days. This ensures greater public awareness and allows communities to raise concerns prior to approval.

The amendment also strengthens the institutional composition of the Foreshore Development Committee by including a representative from the Foreshore Development Unit and allowing for alternate members to participate when appointed members are unavailable.

A major focus of the amendments is the strengthening of compliance and enforcement powers. The Act now allows the Minister to appoint enforcement officers responsible for ensuring compliance with the Act and its regulations. These officers are empowered to



monitor developments and enforce regulatory requirements.

Authorities are also given expanded powers to stop unauthorized construction activities, particularly where developments proceed without approval, breach development conditions, or violate regulatory requirements. Additionally, enforcement authorities may apply to the Supreme Court to seize construction equipment or materials used in illegal developments. These materials must be securely stored until penalties are paid, and courts may also authorize the seizure of property belonging to developers who breach the Act.

These reforms strengthen environmental protection, regulatory compliance, and enforcement capacity in managing foreshore development.

#### DEPARTMENT OF LABOR & EMPLOYMENT SERVICES

Following the launch of the National Labour Mobility Policy, the legislative focus in 2024 and 2025 remained on the Seasonal Employment Act. Extensive stakeholder consultations informed the drafting of the new Labour Migration Bill, which aligns the legal framework with the policy's five key pillars. Concurrent reviews were also conducted for the Employment Act and the Labour (Work Permits) Act to ensure the protection of workers.

#### VANUATU IMMIGRATION SERVICES

##### **Passport (Amendment) Act No. 15 of 2025**

The *Passport (Amendment) Act No. 15 of 2025* introduces critical security upgrades to modernize Vanuatu's travel documentation in line with international standards. A major component of this reform is the establishment of a Passport Committee, which brings together representatives from various government departments, the Vanuatu Cultural Centre, the Malvatumauri Council of Chiefs, and the Vanuatu Christian Council. This committee is tasked with reviewing and developing the next series of passports. To

combat identity fraud and protect national security, the amendments outline strict protocols for the collection, use, and confidentiality of biometric data. Furthermore, the Act enforces the integrity of diplomatic travel by stipulating that the Minister may only amend diplomatic passport eligibility criteria when strictly necessary to comply with the Vienna Convention, thereby ensuring that diplomatic privileges are appropriately reserved.

#### VANUATU ELECTORAL OFFICE

##### **Political Parties Registration (Amendment) Act No. 39 of 2025**

The *Political Parties Registration (Amendment) Act No. 39 of 2025* focuses on streamlining the governance and administrative functions of the political party regulatory framework. A primary objective of this amendment is to formalize the role of the Principal Electoral Officer as the Chairperson of the Screening Committee, ensuring consistent leadership during the party registration and review process. The Act clarifies committee operations by establishing specific quorum requirements—mandating that at least two members must be present, one of whom must be the Principal Electoral Officer—and provides for a casting vote for the Chairperson in the event of a tie. Additionally, the amendments refine the requirements for Custom Movements, specifically replacing the term "Island" with "constituency" in the Act to create more precise boundaries for where these movements can contest elections based on their cultural origins. Finally, the Act simplifies the deregistration process by clarifying that the requirement for a second notice does not apply when a political party is being deregistered for failing to meet the minimum threshold for voter support at a previous election.

##### **Electoral (Amendment) Act No. 41 of 2025**

The *Electoral (Amendment) Act No. 41 of 2025* introduces several technical and procedural adjustments designed to enhance the integrity and efficiency of Vanuatu's electoral system.



Key amendments include granting the Electoral Commission the power to prescribe the number of seats for each parliamentary constituency, thereby providing greater flexibility in electoral administration. The Act also clarifies the **70% threshold rule** for multi-member constituencies, specifying that this is calculated based on the votes obtained by the candidate who secures the final seat. To further strengthen the nomination process, the Act expands the list of authorized nominators to include representatives from Village, Area, Island, and the National Council of Chiefs, reinforcing the role of traditional leadership in the electoral candidate selection. Additionally, the Act institutes a strict prohibition against the distribution of gifts or handouts intended to influence voters during the election period and refines the procedures for determining the date of a general election, ensuring it is set by the President on the advice of the Electoral Commission following consultation with the Prime Minister.

#### CIVIL REGISTRY & IDENTITY MANAGEMENT

While no entirely new legislative acts were passed for this department during the reporting period, comprehensive reviews of the **Marriage Act** were finalized in 2025. These reviews targeted existing legal loopholes to ensure a realistic and contextualized Marriage Act that governs records of marriage and its undertakings is achieved.

### 4.6. Conventions

The information below describes new conventions initiated by the Ministry and its line departments in 2025.

#### DEPARTMENT OF LOCAL AUTHORITIES

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

#### DEPARTMENT OF URBAN AFFAIRS & PLANNING

December 2025) or no International Conventions was signed in the reporting period (Jan to December 2025)

#### LABOR & EMPLOYMENT SERVICES

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

One technical Convention namely, The C185 Seafarers Identity Documents Convention was ratified by Vanuatu on 28 July 2006. This convention was revised in 2003 as amended (No.185) and further amendments were made in 2016 to the Annexes. All 9 conventions are currently in force and implemented by the Vanuatu government. The reporting of the ratified conventions has to complete every 3 years on its implemented.

#### VANUATU IMMIGRATION SERVICES

Nil activity in the reporting period (Jan to December 2025)

#### VANUATU ELECTORAL OFFICE

Nil activity in the reporting period (Jan to December 2025)

#### CIVIL REGISTRY & IDENTITY MANAGEMENT

Nil activity in the reporting period (Jan to December 2025)



### 4.7. Risks/challenges

Part A — Risk Register (2025)		
No.	Risk Area	Description
1	<b>Human Resources</b>	23% vacancy rate ministry-wide (Labour 33%, Immigration 18%); critical roles unfilled.
2	<b>Budget Constraints</b>	Overspend of VT 161.5M against revised budget; payroll and VPF/VMF operational pressures.
3	<b>Natural Disaster</b>	Dec 2024 earthquake disrupted Port Vila operations; ongoing exposure to cyclones and floods.
4	<b>ICT / Digital Risk</b>	Partial deployment of RV5 CRIM, MIDAS, HRMIS and Lebakonect due to connectivity and hardware gaps.
5	<b>Legislative Implementation</b>	5 Acts passed in 2025; risk that regulations, training and public awareness lag behind enactment.
6	<b>Gender Imbalance</b>	Workforce 64% male / 36% female; women under-represented in leadership and technical roles.
7	<b>Political Transition</b>	Frequent ministerial

		changes affect policy continuity, COM processing and long-term planning.
8	<b>Provincial Reporting</b>	Inconsistent formats and timelines from Provincial and Area Councils impede performance monitoring.
9	<b>Donor Dependency</b>	VPF/DLA capital projects donor-funded (DFAT/MFAT); CTB approval delays stall construction.
10	<b>Cybersecurity</b>	Rising cyber threats to border systems, civil registry and electoral databases; VPF cyber programs partially complete.
Part B — Key Challenges (2025)		
Challenge Area		Key Challenges
<b>Human Resource Management</b>		23% vacancy rate; Labour (33%) & Immigration (18%) critically understaffed; 18,510 hrs annual leave & 10,620 hrs. sick leave accrued; high provincial resignations.  Workforce 64% male; women under-represented in leadership; MDC



	enforcement ongoing.
<b>Financial Management</b>	VT 161.5M overspend driven by VPF/VMF operational needs; 83% of virements corrected payroll overruns; structural forecasting misalignment.  Several departments missed individual revenue targets despite 90% overall surplus.
<b>Operational &amp; Service Delivery</b>	Passport/e-Visa surge created processing backlogs post-biometric rollout; PALM/RSE brain drain reducing domestic labour supply.  Lebakonect portal still under development; ID card printers not yet deployed to all Area Councils; PVCC earthquake recovery incomplete.
<b>Coordination &amp; Governance</b>	Inconsistent inter-agency reporting formats hinder ministry-wide data consolidation;

	DLA, VIS and CSU restructures pending PSC consultation; institutional overlap persists.  New Acts require regulations, training and awareness before practical effect.
<b>Environmental &amp; External</b>	Dec 2024 earthquake impact on Port Vila services ongoing throughout 2025; coastal facilities face rising climate-change risks.  EEZ monitoring constrained by limited VPF Maritime Wing resources.

## 5. Human Resources

Reporting Period: 1 January – 31<sup>st</sup> December 2025

### Executive Summary

The Ministry of Internal Affairs continued to strengthen workforce capability and institutional performance throughout 2025. During the reporting period, the Ministry employed a total of 1,368 public servants across its central office, provincial structures, commissions, and statutory bodies.

The year reflected substantial progress in recruitment, training, and governance improvements. At the same time,



challenges persisted in vacancy management, workforce retention, employee discipline, staff wellbeing, gender balance, and consistent HR communication across agencies.

Among the key highlights for the Human Resources Management Unit in 2025 was the establishment of the Ministerial Disciplinary Committee (MDC), a significant step in reinforcing accountability and discipline within the Ministry's operations. Another milestone was the development and implementation of HR Standard Operating Procedures (SOPs), which were introduced across all MoIA administrative agencies to streamline communication and ensure consistency in employment processes, terms, and conditions.

The Ministry also actively participated in PSC Day and Career Day celebrations hosted in the provinces of Tanna, Malekula, and Gaua. During these events, the HR Unit facilitated career programs through its agencies, providing information and awareness to the public and students. The Ministry's performance in these celebrations demonstrated strong organizational capacity and cooperation among agencies in Port Vila and the provinces. Notably, during the August celebration in Tanna, MoIA's highest-performing employees were honored with PSC Awards (certificates and Prizes), including recognition for long service.

Overall, the Ministry made notable progress in building a more capable and accountable workforce during 2025. While challenges remain—particularly in retention, discipline, and communication—the establishment of the MDC, the introduction of HR SOPs, and the

Ministry's strong performance in PSC Day and Career Day celebrations represent significant milestones in advancing human resource governance. Continued focus on these areas will be critical to sustaining improvements in workforce performance and service delivery.

### 1. Vacancy Distribution and Workforce Composition

By the end of 2025, the Ministry of Internal Affairs maintained a total of 400 established positions, of which 308 were occupied, resulting in an overall vacancy rate of 23 percent. This represents notable progress compared to 2024, when the vacancy rate stood at 37.75 percent, highlighting a significant improvement in recruitment efforts.

Vacancies were unevenly distributed across departments, as illustrated in **Graph 1 below: Workforce Composition**. The Labour Department recorded the highest vacancy rate at **33 percent**, while the Immigration and Passport Services Department reported a comparatively lower rate of **18 percent**. These disparities placed pressure on service delivery and highlighted the need for targeted

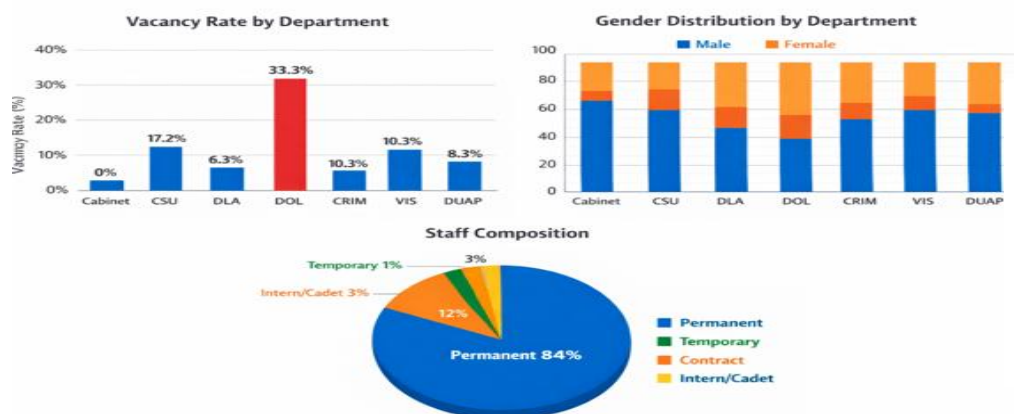


Fig 5.1: workforce composition

recruitment strategies to ensure operational effectiveness across all units.

The Ministry’s workforce remained predominantly permanent, with 83.8 percent of positions occupied by permanent officers. Contract and temporary appointments accounted for 13 percent, providing operational flexibility but limiting longer-term institutional stability.

Gender distribution within the Ministry showed that 64 percent of staff were male, while 36 percent were female. This imbalance—particularly evident in technical, operational, and leadership roles—underscored the importance of deliberate strategies to strengthen gender inclusiveness and support female career progression.

Taken together, the graphs highlight both the progress achieved in reducing overall vacancies and the areas requiring urgent attention, particularly in workforce distribution and gender balance.

**2. New Appointments**

A total of 22 positions were filled during the year through a combination of internal promotions (Direct Appointment, Internships placement) and external recruitment. Internal promotions represented the majority of appointments, reflecting the Ministry’s commitment to

supporting career development and retaining institutional knowledge. The Corporate Services unit, the Civil Registry Department, and the Department of Local Authorities received the highest number of new appointments, enabling these departments to strengthen their administrative and operational capacity. The recruitment of interns and cadets further indicated the Ministry’s intention to expand opportunities for youth engagement within public service.

Fig 5.2 staff recruitment overview

Department	Permanent	Contract	Temporary	Internship	Cadet	Total
CSU	5	2	1	0	3	11
CRIM	7	0	0	0	2	9
DOL	2	0	0	1	2	5
DLA	3	1	3	0	0	7
DUAP	0	0	0	1	0	1
VIS	5	1	0	0	7	13

**3. Leave Accrual**

The Ministry recorded significant levels of outstanding leave across departments in 2025, with a total of **18,510.16 hours of accrued annual leave** and **10,620.10 hours of**



**accrued sick leave.** The Department of Urban Affairs and Planning reported particularly high balances in both categories, reflecting workload pressures and capacity constraints. Elevated leave accruals in other departments, including DLA and VIS, further highlighted the need for improved leave planning, staff rotation, and wellness support.

High levels of accumulated leave present operational challenges and financial risks, while also impacting staff wellbeing. To address these concerns, the Ministry has intensified efforts to manage leave across its agencies. Regular leave reports are disseminated to departments, accompanied by directives from the Director General to ensure timely leave usage and strengthen monitoring mechanisms.

*Fig 5.3 2025 Leave overview*

MoIA 2025 Leave Record (Hours)		
Department	Annual Leave (Hours)	Sick Leave (Hours)
CSU	646.50	405.18
DLA	3,298.03	2,016.82
DOL	1,288.21	905.54
VEO	401.70	222.00
CRIM	573.81	350.04
VIS	2,359.16	1,060.28
DUAP	9,942.75	5,660.54
<b>TOTAL</b>	<b>18,510.16</b>	<b>10,620.10</b>

#### 4. Training and Development

As part of its core human resource function, the HR Unit continued to provide ongoing services in 2025, including identifying skill gaps, liaising with training institutions, and organizing training activities for employees across the Ministry of Internal Affairs. These initiatives were designed to strengthen institutional capacity, enhance technical

competencies, and reinforce knowledge among staff.

During the year, officers participated in a wide range of programs, covering leadership, project management, customer service, security analysis, and specialized technical training. Induction programs for new recruits and reinforcement workshops for existing staff were also conducted, ensuring that employees remained aligned with organizational standards and expectations.

*Fig 5.4 Training summary 2025*

Name of Training	Officers Participated	Institution/Training Provider
<b>Analysing Pacific Security</b>	Minnie Bani & Aline Wate	Australia National University
<b>Competency-Based Training</b>	MoIA Managers	PSC – ODU Unit
<b>Customer Service &amp; Carpentry</b>	Shem Simon, Grealyn Daniel, Angela Naio, Marie Sam Namak	APTC
<b>Project Management Training</b>	DLA, CSU, DUAP Officers	USP – Pacific TAFE
<b>AA Reinforcement Workshop</b>	Area Administrators	HRM Unit
<b>ADB Training</b>	Trisha Kalotiti	ADB
<b>Project Management Training</b>	Area Administrators – Penama & Torba, CSU Officer	University of the South Pacific
<b>Strategy Workshop for Executives</b>	MoIA Executives	Dr. Jason Thomas (Consultancy)



<b>Analysing Pacific Security</b>	Chloe Bihu, Georgina Faerua, Minnie Bani	British High Commission
<b>Induction (in-house)</b>	CRIM New Recruits	CRIM & CSU
<b>Induction (in-house)</b>	DLA Area Administrators (AA Forum)	CSU
<b>Ongoing Reinforcement Workshops</b>	Sanma Province employees	CSU
<b>National Government Administration for Senior Officials</b>	Clemency Bebe	JICA – Japan
<b>ILO Conventions Workshop</b>	Gino Kalnpel	Italy
<b>ITCILO Training on Statistical Data and Metadata Exchange</b>	Saphina Ngwele	Italy

leadership to technical and operational competencies. Participation was inclusive across multiple levels of staff, demonstrating the Ministry’s commitment to continuous professional development. Moving forward, expanding access to training opportunities and instituting systematic follow-up evaluations will further strengthen workforce capacity and ensure alignment with the Ministry’s strategic priorities.

### 5. Cessation of Employment

There were 22 cessations recorded across the Ministry in 2025 due to resignations, terminations, contract completions, temporary appointment endings, medical retirements, and deaths in service. Resignations were the most common cause, particularly within the Department of Local Authorities, signalling potential issues related to retention, workload, or conditions in decentralized positions. Terminations reflected instances requiring disciplinary intervention, while medical retirements and deaths in service highlighted broader concerns around staff wellbeing and occupational health. Strengthening retention strategies, especially for provincial and area-level roles, remains an important priority.

The Ministry’s training programs addressed a broad spectrum of skills, from executive

*Fig 5.5: Cessation of Employment by Department – 2025*

Department	Resigned	Terminated	Contract Ended	Temporarily Ended	Medical Retirement	Death in Service	Redundancy	Total Cessations
VIS	2	0	0	0	0	0	0	1
DOL	6	0	0	0	0	1	0	7
DLA	5	2	1	2	1	1	0	12
CRIM	1	0	0	0	0	0	2	3
CSU	2	0	0	0	0	0	0	2
DUAP	0	0	0	0	1	0	0	1
<b>TOTAL</b>	<b>16</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>22</b>



## 6. Disciplinary Actions

The Ministerial Disciplinary Committee, formally established in February 2025, considered six cases throughout the year. These cases involved allegations of misappropriation, fraud, non-performance, governance interference, and non-compliance with recruitment procedures. Several cases concluded with resignations, one resulted in a suspension,

and another was dismissed following an internal audit review that determined the allegations were unsubstantiated. The responsibilities and efforts of the Committee demonstrated a commitment to reinforcing accountability and maintaining professional standards across all levels of the Ministry. Its continued operation will be central to strengthening governance practices.

Case ID	Position	Nature of Offence	Date Reported	MDC Meeting Date	Status	Outcome
<b>MDC-001</b>	Secretary General – Sanma Province	Multiple Allegations: Interference with Council Decisions & recruitment outside PSC Process	24/04/2025	28/04/2025	Closed	Case rests with PSC after separate complaints
<b>MDC-002</b>	Area Administrator – North Tanna	Non-performance	24/04/2025	28/04/2025	Closed	AA resigned during investigation
<b>MDC-003</b>	Area Administrator – South Maewo	Non-performance based on extended medical leave	24/04/2025	28/04/2025	Closed	AA resigned on medical grounds
<b>MDC-004</b>	Accountant – Luganville	Alleged Misappropriation	22/07/2025	13/08/2025	Closed	Internal Audit review found allegations not substantial
<b>MDC-005</b>	Area Administrator – Vermaul Area Council, Epi	Alleged fraud	22/07/2025	13/08/2025	Closed	Suspension issued
<b>MDC-006</b>	Secretary General – Shefa Province	Alleged Misappropriation	13/07/2025	11/08/2025	Pending	Subject to OPSC Commission Decision



## 7. Conclusion

The Ministry of Internal Affairs achieved meaningful progress in strengthening its human resource management systems throughout 2025. Improvements were recorded in areas such as recruitment, training, internal governance, and disciplinary oversight. The establishment of the Ministerial Disciplinary Committee provided a significant boost to transparency, accountability, and professional conduct, reflecting the Ministry's commitment to maintaining integrity in all administrative processes.

Despite these achievements, the Ministry faced ongoing challenges that continue to affect workforce stability and operational efficiency. High vacancy levels in essential departments, particularly in the Labour Department and the Immigration and Passport Services Department, placed pressure on service delivery and increased workloads for existing staff. The persistence of high levels of accrued annual and sick leave reflected substantial operational strain and limited opportunities for staff to take necessary rest. Elevated resignation rates, especially among officers in decentralized and provincial positions, highlighted broader concerns related to employee retention, workplace conditions, and wellbeing. The gender imbalance within the workforce also indicated the need for deeper efforts to support women's advancement within the Ministry.

The Ministry's training and development initiatives demonstrated a strong dedication to capacity building; however, further work is necessary to ensure that training is equitably accessible and that its long-term impact is effectively measured. Strengthening support systems for staff

health and wellbeing, improving leave planning, and enhancing retention strategies will be essential to sustaining a resilient and effective workforce. Looking ahead, the Ministry must continue prioritizing workforce planning, succession development, and gender inclusivity to meet its strategic objectives and deliver services efficiently across all levels of government.

## 8. Recommendations

The Ministry should adopt a multifaceted approach to overcome the HR challenges identified during the 2025 reporting period. Priority attention should be given to reducing vacancy levels, particularly in departments with critical roles, by strengthening recruitment efforts and ensuring that selection processes are timely, transparent, and targeted. Addressing gender imbalance will require the introduction of development pathways that encourage greater female participation in leadership and technical fields, alongside workplace policies that promote equity and inclusivity.

Improving employee retention, especially in decentralized and rural postings, will require a focus on career development support, mentorship opportunities, and improved working conditions. Strengthening supervision, role clarity, and support for provincial officers will also be essential in ensuring continuity of service delivery. In addition, the Ministry should commit to enforcing clear leave management processes to reduce the high levels of accumulated leave observed in 2025. This will involve better planning, supervisor accountability, cross-training to support staff absences, and greater emphasis on employee wellbeing.



The Ministry’s wellbeing strategies should be expanded to address the underlying causes of high sick leave usage and medical retirements, including workplace stress and occupational health concerns. Building a supportive environment through wellness programs, mental health awareness initiatives, and improved access to health services will be particularly beneficial. Training and capacity development should continue to be a key area of investment, with emphasis on monitoring the effectiveness of training programs and aligning them clearly with Ministry objectives.

Finally, the Ministry should continue strengthening disciplinary oversight by maintaining the active role of the Ministerial Disciplinary Committee. Ensuring timely resolution of disciplinary matters and consistent application of standards across all departments will reinforce accountability and professionalism. These combined approaches will support the Ministry in developing a strong, capable, and resilient workforce capable of meeting the demands of its mandate.

## 6. Financial statements

The Ministry of Internal Affairs (MOIA) remains committed to sound financial management and accountability in accordance with the Public Finance and Economic Management (PFEM) Act 1998. This section presents an overview of the Ministry’s financial performance for 2025, including budget allocations, revenue generation, expenditure trends, and other key financial highlights. The information provided reflects the Ministry’s ongoing efforts to ensure transparency, responsible use of public resources, and effective service delivery

### STATEMENT OF REPRESENTATION

For the 2025 financial year, the Ministry received an allocation of **VT 1,500,000,000 for revenue** and **VT 8,651,697,958 for expenditure**.

### STATEMENT OF APPROPRIATION

Parliament initially appropriated **VT 1,500,000,000** for the **Ministry of Internal Affairs**. During the financial year, this amount was supplemented by an additional **VT 4,439,618,759**, bringing the **final approved budget to VT 8,651,697,958**.

Among the departments within the Ministry, the **Vanuatu Police Force** received the largest budget allocation. This was followed by the **Department of Local Authorities**, which supports grants and decentralization programs aimed at strengthening area councils and improving local governance.

The detailed **revenue and expenditure allocations by department** are presented in **Figure 5 below**.

*Figure 6.6: Budget Allocation for 2025*

Department – Programme	Revenue Budget (VT)	Expenditure Budget (VT)
Cabinet Support	250,000	367,597,492
Department of Urban Planning	15,200,000	433,099,367
Decentralization Service	650,000	3,240,398,151
Internal Security & Border Control	1,103,310,000	3,996,271,250
National Service	380,590,000	614,331,698
<b>Total</b>	<b>1,500,000,000</b>	<b>8,651,697,958</b>

### REVENUE SUMMARY



The Ministry of Internal Affairs (MoIA) recorded strong revenue performance in 2025 despite challenges associated with government transitions and broader economic conditions. The Ministry exceeded its revenue target by **90% above the projected amount**. While the initial revenue budget was set at **VT 1,500,000,000**, actual collections reached approximately **VT 2,854,793,670**. This significant increase reflects the Ministry's effective revenue generation efforts, particularly in key areas such as residency and work permits.

Residency permits accounted for the **largest share of MoIA's revenue at 21%**, followed by **work permits at 14%** and **passport fees at 12%**. Notably, revenue from residency permits in the first quarter alone exceeded expectations, with actual collections surpassing budget estimates. Both work permits and passport fees also performed strongly, exceeding their respective revenue targets.

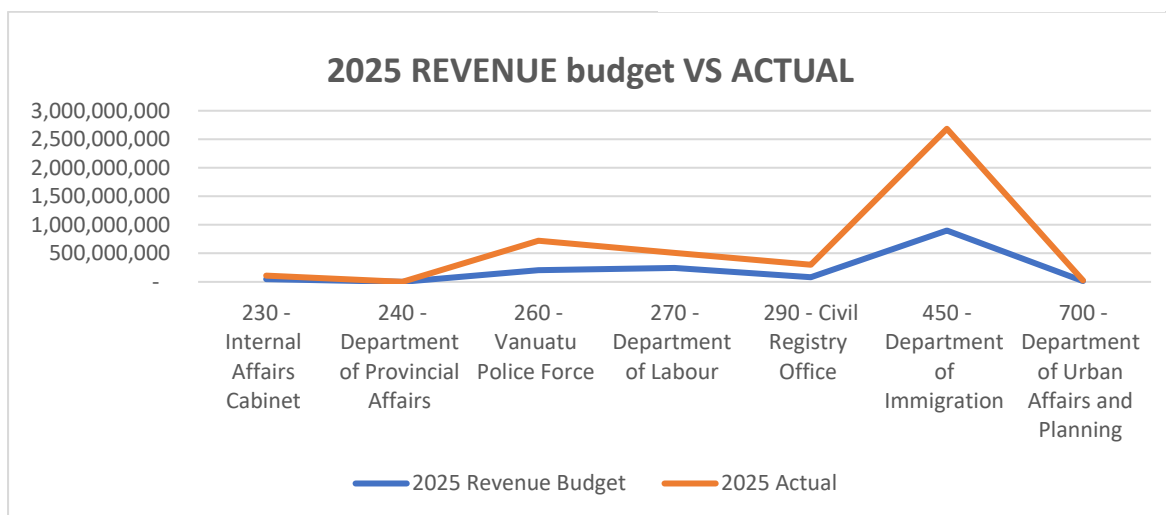
Among the departments, **Vanuatu Immigration and Passport Services,**

Department of the Civil Registry & Identity Management, Department of Labor and Employment Services and Public Land Transport Authority also contributed approximately ranging between 20% to 32%. Other revenue sources, including planning fees, transport permits, fines, licenses, and registrations, also performed well, further supporting overall revenue growth.

Despite some shortfalls in specific areas, the Ministry made significant progress in revenue collection, reinforcing its financial sustainability. The strong performance reflects continued efforts to strengthen revenue streams and improve collection processes across key departments.

Overall, this performance demonstrates the Ministry's commitment to improving revenue collection and strengthening financial management.

*Figure 6.7: Summarizes 2025 MOIA's Actual Revenue*



**MINISTRY'S EXPENDITURE**

The total budget allocation for the Ministry of Internal Affairs in 2025 was VT4,078,885,572, with an actual expenditure of VT4,240,360,995, resulting in an overspend of VT161,475,423. Most of the budget was allocated to personnel costs, followed by

operational expenses. Additionally, the Ministry received supplementary and reallocated funding to support its operations. This financial performance reflects the Ministry's prioritization of key operational and personnel requirements, ensuring that resources were directed toward essential



service delivery while responding to emerging funding needs during the financial year.

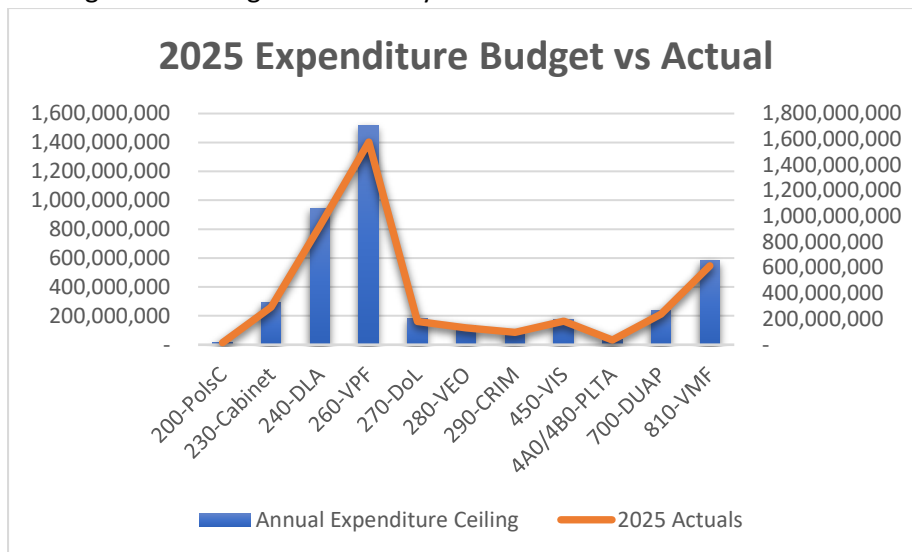


Figure 6.8: 2025 Expenditure Budget Vs Actual

2025 EXPENDITURE PERFORMANCE

The Ministry of Internal Affairs utilized 99% of its allocated budget in 2025, with an overspend of VT (161,472,423). This slight variance is considered immaterial and does not significantly impact the Ministry’s overall financial performance.

Key Budget Utilization Highlights:

- **Vanuatu Police Force (VPF):** Spent 6% > of its allocated budget
- **Vanuatu Mobile Force (VMF):** Spent 4% > of its allocated budget
- **Department of Immigration:** Spent 4% > of its allocated budget
- **Cabinet & CSU:** Spent slightly beyond its budget
- **Police Service Commission:** Spent slightly beyond its budget as well
- **Other Departments:** Spent between 70% and 90% of their allocated budgets

A significant portion of operational funding was reallocated to address payroll corrections

and other operational needs. The Ministry recognizes the need to implement stricter budget controls to manage unplanned expenditures.

The main cost drivers of operational expenses included consultancy fees, fuel, facility, and vehicle hire, vehicle maintenance, advertising, and communication. Some overspending was attributed to departments not strictly adhering to the budget process, influenced by unexpected political and administrative factors. Despite these challenges, the Ministry successfully executed 99% of its budget, demonstrating a high level of financial efficiency.

PAYROLL EXPENDITURE

In 2025, the Ministry of Internal Affairs spent VT 3.128 billion on payroll, representing approximately 10% increased of the allocated payroll budget of VT 2.839 billion. Despite minor variations during the year, payroll expenditure slightly exceeded the approved budget. A projected overspend of approximately VT 288,755,850 was mainly attributed to new GRT Determinations, staff bonuses, and unbudgeted positions.

Acting allowances were paid to officers who temporarily assumed responsibilities for



critical vacant positions, particularly where unforeseen staffing gaps affected service delivery.

Several officers had accumulated more than 100 days of annual leave, requiring leave payouts in accordance with the Public Service Commission leave policy.

A significant portion of payroll expenditure was allocated to Partial severance payments for staff with the respective agencies.

Although payroll expenditure was generally well managed and remained within the overall budget framework, the continued presence of vacant positions remains a significant concern. These staffing gaps affect service delivery, particularly in provincial offices, and often lead to the reallocation of salary funds to other operational needs

To strengthen service delivery and workforce capacity, the Ministry should prioritize filling critical vacancies, particularly at the provincial level. Addressing these staffing gaps will help improve operational efficiency and ensure that budget allocations are used as originally intended.

## OPERATIONAL EXPENDITURE

In 2025, the Ministry of Internal Affairs (MoIA) spent VT 1.1 billion on operational activities, falling short of its VT 1.2 billion budget by roughly VT 127 million. This corresponds to an expenditure rate of about 92%, indicating

improved budget discipline compared with previous years, when spending often exceeded approved allocations.

Higher spending was particularly noticeable in the third and fourth quarters, following historical trends. However, unlike in prior years, total operational expenditure remained within the approved budget limit, reflecting a positive development in financial management. Further analysis is needed to determine the main factors behind this budget underspend.

### Key Operational Expenditure Categories

- **General – Materials (56%):** This category represented the largest portion of spending, especially across Area Councils, Local Councils, and other MoIA agencies.
- **Local Travel (21%):** Staff travel within respective agencies accounted for a significant share of operational costs.
- **Equipment (16%):** Many agencies made substantial purchases of office equipment.

Although overall spending was below budget, certain areas—particularly printing, communications, and equipment procurement—exceeded their initial allocations. Going forward, stronger monitoring and tighter expenditure controls will be important to manage high-cost categories while ensuring that essential services remain fully funded.

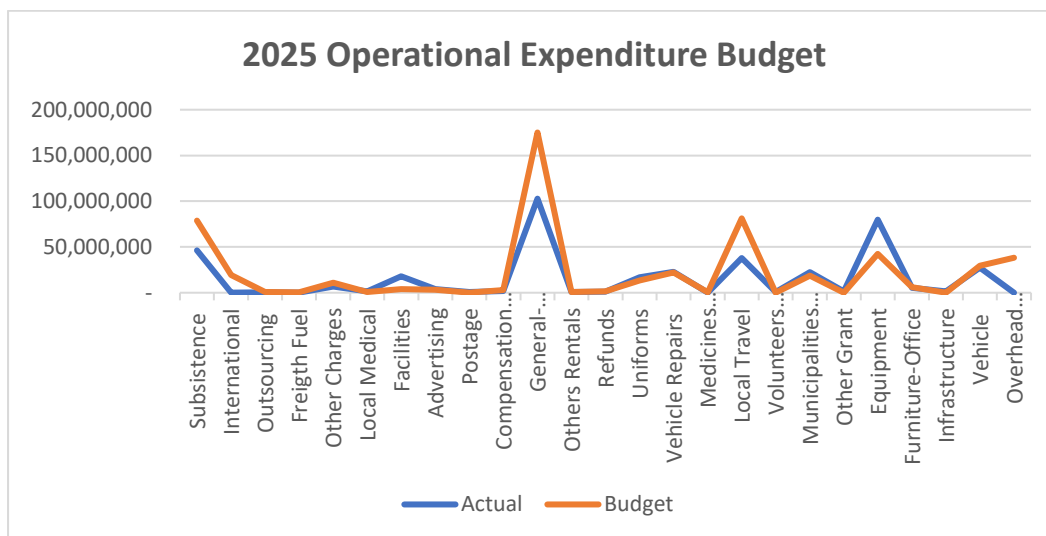


Figure 6.9: 2025 Operational Expenditure Budget

VIREMENTS IN 2025

In 2025, a significant portion of virements involved transferring funds from payroll to operations to cover operational shortfalls not accounted for in the original budget. Additional virements were made to adjust payroll allocations between cost centres, addressing expenditure imbalances.

The frequency of virements within the Ministry of Interior Affairs (MoIA) remains high compared to other government agencies, highlighting misalignment in budget planning

between payroll and operations. This underscores the need for improved budget forecasting and allocation strategies to reduce future virements and enhance financial efficiency.

During the first quarter of 2025, stricter expenditure controls under the Supply Bill temporarily restricted virements, which may have influenced early-year spending patterns.

Figure 6.10: 2025 Virements

Department	Supplementary	Virement	Description
VISP		12,875,100	The virement for the purchase of the passport Machine
DLES		6,847,350	Payroll virement to support operational budget 2025
DLA		11,869,904	Virement to correct payroll and 14 Area Council NPP
Police		379,452,978	Virement to support operational budget 2025 and Payroll overspend
Police Commission		204,500	Virement for Payroll overspend
PLTA		211,000	Virement for Payroll overspend
Cabinet		82,032,182	Virement to correct GRT Placements under MOIA Agencies
DUAP		42,454,700	Virement for Payroll overspend
<b>Total</b>		<b>453,915,532</b>	

**Key Virement Allocations:**

- **83%** virements used to correct payroll overspend and operational budget for the Vanuatu Police Force.
- **9%** virement used to correct Payroll overspend for the Councillors under the DUAP.
- Virements were for the Department of Immigration, specifically for Payroll overspend and Operation obligations.

- Cabinet recorded a negative amount due to the reallocation of GRT NPPs to respective agencies.

Moving forward, improving budget alignment between payroll and operations will be essential to reducing the need for virements and ensuring more accurate financial planning for the Ministry.

## 7. Development projects

Department	Project title	Project code	Funding Agency	Funding (Vt)	Start date	End Date	Status
<b>Vanuatu Police Force</b>							
<b>VPF</b>	Vanuatu policing programme (VPP)	19A920	MFAT	Vt 509,525,100	28 sep 2019	Active	Ongoing
<b>VPF</b>	Australian Defence Cooperation Program – updated	12F226	DFAT	Vt 1,183,332,091	30 Jun 22	Active	Ongoing
<b>VPF</b>	Australian Defence Cooperation program.	14B326	DFAT	Vt 292,446,886	01 Jan 2014	No end date	Ongoing
<b>VPF</b>	Expand policing, security, and Law Enforcement services.	23A326	DFAT	Vt 338,000,000	01 Jun 23	Active	Ongoing
<b>VPF</b>	Strengthening the capacity of the VPF	23A126	DFAT	Vt 25,124,128	23 Nov 22	Active	Installations of solar systems at graigcove, Tongoa, fresh water, vansec house and



							police college is still pending due to delays in CTB approval. VPF is now preparing a second RTF submission to CTB.
<b>VPF</b>	Construction of Vanuatu police central station.	24A326	DFAT	Vt 2,297,600,000	31 March 24	30 March 27	Progressing well, the contractor by group sets up and works began.
<b>VPF</b>	Santo fire station upgrade	24A181	Japan	Vt 17,981,930	13 Oct 24	Active	Approved – RFT being prepared for submission to CTB.
<b>VPF</b>	Construction of Malapoa Police Post.	21A130(VA PJP project code)	DFAT		01 Jan 24	30 Dec 2027	Project progressing well. 98% completed.
<b>VPF</b>	Construction of Eratap Police Post.	21A130 (VAPJP project Code)	DFAT		01 Jan 24	30 Dec 2027	Approved application for Negotiators certificate approved by LMPC on July 2024. CLMO process to determine landowner ongoing. Contract has been awarded to



							contractor by VAPJP – waiting to commence construction on site.
<b>VPF</b>	Construction of Williams Bay police post		DFAT		01 Jan 24	30 Dec 2027	Approved resubmission of RFT to CTB on May 2025
<b>VPF</b>	Construction of Wusi Police Post.	21A130 (VAPJP project code)	DFAT		01 Jan 24	30 Dec 2027	Approved application for negotiations certificate approved by LMPC on July 2024. CLMO process to determine landowner ongoing.
<b>VPF</b>	Construction of Nakere police Post	21A130 (VAPJP project code)	DFAT		01 Jan 24	30 Dec 2027	Approved application for negotiations certificate approved by LMPC on July 2024. CLMO process to determine landowner ongoing.
<b>VPF</b>	Construction of Malo Police Post.	21A130 (VAPJP project code)	DFAT		01 Jan 24	30 Dec 2027	Approved application for negotiations certificate approved by LMPC on July 2024. CLMO process to



							determine landowner ongoing.
<b>VPF</b>	Construction of centre of Excellence		DFAT		Unknown		Project initiation phase with scoping of potential site, designing centre of excellence and determination of Land at white gate as proposed site.
<b>VPF</b>	Vanuatu Australian policing and justice program phase 2	21A13	DFAT		25 Jun 25	30 Dec 2028	Agreement signed by Australia's high commissioner to Vanuatu, DG MOIA & DG MOJ on 25 June 2025. This project will be until 2028.
<b>Department of Urban Affairs and Planning</b>							
<b>DUAP</b>	Greater Port Vila urban resilient project	21G924	ADB	Vt 1,300,000,000	30 Dec 20	20 Jun 26	60% completed
<b>DUAP</b>	Greater Port Vila urban resilient project – Fatumaru Bay coastal protection.		ADB		30 Dec 20	20 Jun 26	Not yet started



<b>DUAP</b>	Additional Financing greater Port Vila Resilience project.	21G924	ADB	No confirm amount as yet	unkno wn		New shelters- to be finalized between DUAP, PIAC, and DSC upon Thierry martinet's return.
<b>DUAP</b>	Housing emergency and recovery response to the 17 dec 2024 earthquake in Vanuatu.	25F224	ADB	No funding allocation	01 Jan 25	Activ e	Progressing
<b>DUAP</b>	Luganville resilient Urban water supply and sanitation project.		ADB	Vt 4,671,752,4 00	01 Jan 23	Activ e	Progressing
<b>Department of Local Authority</b>							
<b>DLA</b>	Government for resilience project (GOV4res)		UNDP		01 Jan 21	01 Dec 26	Some deliverables are delayed
<b>DLA</b>	VCAP 1						Completed
<b>DLA</b>	VCAP 2		GCF/UN DP	Vt 24,986, 320			Ongoing and progressing really well.
<b>DLA</b>	VCCRP		GCF	Vt 3,14,000,00 0	24 Oct 22	24Oc t 28	Ongoing and progressing really well.
<b>Department of Labour and employment services</b>							
<b>DOL</b>	hiring of staff (ESU), DOL. Staff title; Labour	19A827	MFAT	Vt 40, 000,00	30 Jun 19	Activ e	Ongoing



	Mobility officer - PLS						
<b>Department of Civil Registry</b>							
<b>CRIM</b>	Strengthening the civil registration and vital statistics (CVRS) system in Vanuatu	19A729			2019	Active	Completed
<b>CRIM</b>	Vanuatu Geo -data village /place location registry	23A529			2023	Active	Completed
<b>CRIM</b>	CRIM data centre	23B529			2023	Active	Completed
<b>CRIM</b>	Civil registration and health systems and data interoperability in Vanuatu	22A129			2022	Active	Completed
<b>CRIM</b>	CRIM data centre	23C629			2023	Active	Completed
<b>Vanuatu Electoral Office</b>							
<b>VEO</b>	Voter registration and national ID Card	18A928			1 <sup>st</sup> August 2019	31 <sup>st</sup> Dec 2023	Completed
<b>VEO</b>	Vanuatu electoral environment project 3 (VEEP 3 )	No GIP code fund no injected into the gov system.		Vt 398,701,800	2024	2027	Ongoing
<b>Department of immigration &amp; passport Services</b>							
<b>VIS</b>	VIS & CIR post pam Recovery				1 <sup>st</sup> August 2011	Active	Ongoing



## 8. Statutory Authorities

### Public Land Transport Authority (PLTA)

The Public Land Transport Authority (PLTA) continues to play a central role in regulating and managing public land transport operations across Vanuatu under the Public Land Transport Act No. 4 of 2015. As a corporate body, PLTA is led by the Chief Executive Officer (CEO) and supported by a Board comprising representatives from key government agencies and transport associations.

**Decentralization of Services** In 2025, PLTA consolidated its decentralization efforts by maintaining Permit Officers in all six provinces. This has strengthened compliance enforcement, improved service accessibility, and enhanced coordination with Area Councils and transport stakeholders. The presence of officers in remote areas has ensured faster responses to transport issues, increased permit issuance, and better monitoring of renewals.

#### Joint Enforcement and Inspection Operations

PLTA continued close collaboration with the Vanuatu Police Force (VPF), Customs, Public Works Department (PWD), Vanuatu National Provident Fund (VNPF), and local wardens to conduct joint inspections in Luganville, Port Vila, Lakatoro, and Lenakel. These operations focused on:

- Enforcing compliance with transport regulations.
- Inspecting permits and vehicle roadworthiness.
- Collecting penalties and strengthening revenue streams. Through these joint operations, PLTA exceeded its annual revenue target of VT50 million, collecting **VT64,225,751** in 2025.

**Database and ICT Systems Development** A major focus in 2025 was the rollout of ICT-based systems to modernize operations:

- The transport database system launched in late 2023 was expanded across provinces for improved monitoring.
- The Human Resource Management Information System (HRMIS) was completed, though its deployment was delayed due to server limitations.
- QR-coded permits were introduced, enabling real-time access by enforcement officers.
- Offence recording via mobile devices is being prepared, pending Police approval.

**Revenue Performance** Revenue collection continued to grow, driven by stronger enforcement mechanisms, improved compliance among operators, and digital licensing processes. PLTA's revenue retention strategy is being aligned with amendments to the Public Land Transport Act, which will enable the Authority to manage its own funds.

#### Training and Awareness Programs

In partnership with the Department of Tourism, PLTA secured funding to commence the Ambassador Training Program in 2026. Preparations in 2025 included engaging a consultant to develop training modules and identifying trainers. However, budget requests for dedicated training officers were declined.

#### Transport Standards and Fare Framework

- Transport standards were approved by the PLTA Board, with Police consultations ongoing. A request will be submitted to the Attorney General's Office to draft the relevant enforcement Order.
- A proposed fare structure for taxis and buses was endorsed by the Board and awaits Ministerial approval. Public consultations are scheduled for early 2026.
- PLTA advanced discussions with Vodafone (MyCash) and Digicel (M-Vatu) to introduce QR-based bus fare payments, aligning with the



National Financial Inclusion Strategy 2025–2030.

**Institutional Strengthening** PLTA continued preparations for its transition into a corporate entity. Key steps included:

- Consultations with Customs and Finance on revenue retention.
- Organizational restructuring to create new roles for Enforcement Officers, Permit Assistants, and Finance staff, though recruitment was delayed due to budget constraints.
- Alignment of financial reporting with the Public Finance Management Act [CAP 244].

**Conclusion** In 2025, PLTA made significant progress in strengthening enforcement, modernizing ICT systems, and surpassing revenue targets. Despite challenges in staffing and budget approvals, the Authority has laid the groundwork for corporate transformation, digital service delivery, and improved compliance across Vanuatu’s land transport sector.

## 9. Non-Statutory Bodies

There were no non-statutory bodies under the Ministry’s authority. As a result:

- No government-owned companies or affiliated entities were within its purview
- All functions and responsibilities were carried out directly by the Ministry

## 10. Reports by the Auditor General

### Auditor General’s Reports

- The Office of the Auditor General (OAG) conducts independent audits to review financial performance, risk management, and governance practices.

## 11. Comments by the Ombudsman

### Ombudsman’s Oversight

- The Office of the Ombudsman investigates complaints and ensures the Ministry upholds ethical standards and good governance.

## 12. Right to Information

### Right to Information Implementation

– Ensuring that all departments adhere to RTI Act obligations, making government data more accessible to the public.

## 13. Decisions of Courts

In 2025, the Ministry of Internal Affairs (MoIA), through the **Trade Dispute Tribunal (TDT)**, continued to manage an expanding workload of labour-related disputes. Building on its formal establishment in July 2024, the Tribunal experienced significant increases in case referrals and dispute-resolution activities during the year.

### Overview of 2025 Legal Matters

In 2025, the Commissioner of Labour referred **13 new trade dispute cases** to the Tribunal. In addition, **two cases received in 2024 were finalized** with determinations issued in 2025. The Tribunal operated in accordance with the Trade Disputes Act [CAP 162] and the Employment Act [CAP 160], ensuring fair



procedures and compliance with labour legislation.

The Tribunal handled a combination of completed matters, ongoing trials, and cases progressing through conferences, hearings, and determination stages.

### Key Case Outcomes & Progress in 2025

#### Cases Finalized or Decided

- **Tali v Pan Pacific Grammar School** – Determination issued in favour of the Defendant; the Claimant failed to establish the existence of an employer–employee relationship.
- **VNWU v Pro Medical Services** – Resolved by consent during an adjourned hearing.
- **Mr. Antoine Malsugai v MG Global Ltd** – Completed; a decision was issued.
- **David Taripoamata & Others v Le Life** – Case resolved.
- **VNWU v VBTC** – Award issued in favour of VBTC on grounds of time-bar, despite substantive merits otherwise favouring the Claimant.

#### Cases Pending Determination Following Completed Hearings

- **VNWU v Warwick Resort** – Trial completed; award pending.
- **VNWU v Vanuatu Meat Supply Ltd** – Trial completed; determination pending.
- **Beverly Bule v Computer World** – Conference and hearing conducted; pending decision.
- **Eliane Kilman Nicolas v Intraco Vanuatu Ltd** – Hearing completed; Defendant failed to file a Defence; awaiting determination.

#### Cases at Procedural or Early Stages

- **Leingkone v Club 21 Casino Ltd** – Pending appointment of a presiding officer due to objection to the assigned adjudicator.
- **Florence Woi Revo v Vate Electric** – Hearing conducted on 3 February 2026; pending outcome.
- **Russel Olivier v Ming Kwang Sing** – Parties failed to file Claim/Defence after first conference.
- **Marissa George v Sarakata Luganville Santo** – Pending first conference.
- **Lee Bruno Tabi v Vanuatu Christian Council** – Pending first conference.
- **Thomas Rocky v Warwick Le Lagoon Resort & Spa** – Pending first conference.

The Tribunal also issued various **notices, orders, and procedural directions** throughout the year to support the management and progression of cases.

### Challenges in Legal Proceedings (2025)

Although caseload and operational activity increased, several constraints continued to affect the Tribunal’s performance:

#### 1. Inadequate Facilities

Limited availability of hearing and conference rooms continued to affect scheduling efficiency and delayed case progression.

#### 2. Resource Constraints

The rising number of disputes, combined with administrative and staffing limitations, placed pressure on the Tribunal’s capacity to conduct timely hearings and complete determinations.

#### 3. Procedural and Structural Limitations

Some delays were attributed to:



- Need for additional presiding officers, especially where conflicts of interest arose.
- Incomplete filings by parties (e.g., failure to submit Claims/Defences).
- Coordination requirements for multi-party or complex labour disputes.

These challenges underscore the need for continued investment in institutional strengthening, staffing, and procedural clarity.

### Commitment to Continuous Improvement

The Ministry remains committed to enhancing the effectiveness and integrity of the dispute-resolution system. Improvements are underway in:

- **Institutional capacity**, including recruitment of new officers in 2025.
- **Operational efficiency**, supported by a structured organizational framework approved by the Judicial Service Commission.
- **Public awareness**, which contributed to an increase in registered cases compared to 2024.

Together, these efforts support the Ministry's broader objective: ensuring **fair, timely, and accessible justice for workers and employers** and promoting industrial harmony across Vanuatu

## 14. Complaints Mechanisms

### Public Complaints Mechanism

- The Ministry has established complaint mechanisms across departments to allow citizens to report grievances related to services, governance, or misconduct.

- Awareness campaigns are planned for 2025 to strengthen public knowledge of complaints and redress mechanisms.

## 15. Equity

The Ministry of Internal Affairs (MoIA) continued to advance fairness, impartiality, and inclusivity across all its operations in 2025. Building on the foundations set in 2024, the Ministry strengthened its efforts to ensure that **equity, equality, access, and participation** remain central to policies, processes, and institutional growth. These actions supported a workplace environment where all employees can fully contribute to the Ministry's mission.

### Inclusion

In 2025, the Ministry sustained its consultative approach to decision-making, prioritizing employee voice and inclusive participation. With the operationalization of new structures—such as the expanded functions of the Trade Dispute Tribunal and the recruitment of additional officers—the Ministry ensured that staff were meaningfully included in organizational changes.

### Key advancements included:

- Continued promotion of **collaboration across units**, especially as newly appointed officers integrated into organizational structures.
- Reinforcement of **participatory discussions** on procedural reforms, service delivery improvements, and growing caseload management.
- Encouraging teams to contribute to solutions as the Ministry responded to increasing public engagement and expectations.



These efforts strengthened workplace cohesion and reinforced the Ministry’s commitment to treating all staff with respect while supporting equitable access to opportunities and professional development.

**Accessibility**

In 2025, the Ministry continued strengthening physical, procedural, and informational accessibility across its institutions, including services used by employees and the public. As caseloads increased and more clients interacted with MoIA facilities, the Ministry placed renewed focus on identifying and addressing accessibility gaps.

**Efforts included:**

- Improving access to offices and public service areas as part of the wider commitment to a **disability-inclusive environment**.
- Ensuring that all new staff placements and functional adjustments—particularly those affecting dispute-resolution services—considered accessibility needs.
- Reviewing workflows to reduce barriers that may disproportionately affect employees with disabilities or special needs.

These ongoing improvements reflect the Ministry’s recognition that accessibility is foundational to equitable participation and operational effectiveness.

**Participation**

Employee participation continued to expand in 2025 through strengthened governance and clearer organizational structures. The Ministry built on the Executive Body established in 2024 by broadening opportunities for staff engagement and shared decision-making.

**Key developments included:**

- Consolidating the appointment of **Heads of Units**, enabling more employees to take leadership roles in guiding departmental operations.
- Improving organizational clarity as new positions—approved and properly structured in 2025—came into effect, increasing employee representation in management discussions.
- Ensuring that case-based insights from the Trade Dispute Tribunal informed wider Ministry decision-making, enabling frontline staff to meaningfully shape improvements.

These changes enhanced employee ownership, improved motivation, and contributed to more effective service delivery and productivity across the Ministry.

**16. Capital Expenditure**

*Fig 16.1 Summary of MPM's Capital Expenditure by Items, 2024*

Approved Capital Item(s)	Total Expenditures (VT)
Payment for Quad Bike-Tafea & Penama Province	2,147,726
<b>Santo Vehicle</b>	<b>2,666,667</b>



Office Equipment -Penama Office	1,011,322
Office Furniture- Penama Office	1,000,000
Payment for renovation at immigration office	2,500,000
Penama Office	5,800,653
70% Building Renovation-Airport Office	3,787,611
Building Renovation Final 30%-Airport Office	1,623,262
Penama New office	6,963,673
New Vehicle replacement G-987	4,469,394
Vehicle Repairs & Maintenance	16,711,058
Variation-New Building -Penama Office	1,719,542
Penama Office	9,724,065
New Office-Penama Ongoing Project	12,000,000
Penama Office	6,000,000
Materials Payment made for Grave Fencing	1,698,959
Final Payment made for Administration Vehicle	1,190,000
Payment for Plotter -Urban Planning	1,928,700
Office server	1,000,000
New Photocopier Machine	1,004,348
Police Project 1 <sup>st</sup> Payment -Erro	2,740,097
New Hyundai Tucson SUV	4,000,003
Vehicles Replacements3 New MAZDA BT-50 DBL -CAB	11,478,268
NPP Boat payment-N/Erromango AC	<b>1,679,913</b>
Construction payment -Tongariki	1,430,000
ID Card Printing Machine -CSU	5,992,075
Copier Machine – CSU	1,004,348
Payment made for 30 x tent-Independence	1,320,000
Payment made for 1 x tent-Independence	1,100,001
TOTAL (VT)	<b>VT 115,691,685</b>



## 17. Fraud Control

### Fraud Control Framework

The Ministry of Internal Affairs (MOIA) strengthens fraud prevention and accountability by ensuring that responsibilities are divided so no single officer controls an entire process, establishing and enforcing clear financial and procurement policies, conducting background checks to reduce the risk of hiring unsuitable staff, applying structured approval hierarchies with spending limits to control

expenditures, delivering ongoing fraud awareness training to promote ethical behaviour and vigilance, and performing regular internal audits to review financial records, procurement activities, and operations for compliance and irregularities.

### 17. contact officer

Mr. Leith Veremaito, Director General, MOIA

Mr. Simon Torr, Executive Officer, MOIA



## 17. Appendices/ Supplementary Reports

### 1. ELECTORAL COMMISSION / VANUATU ELECTORAL OFFICE

#### INTRODUCTION

The year 2025 marked a period of significant activity, transformation, and institutional strengthening for the Vanuatu Electoral Office (VEO) and the Electoral Commission (EC). It commenced with the delivery of a snap national election in the first quarter, requiring rapid mobilization and the application of robust electoral procedures under tight operational timeframes. This major national event was followed in the third quarter by the provincial elections for Penama, Malampa, Shefa, and Tafea Provinces, held concurrently with by-elections for the Port Vila Municipal Council.

Collectively, these elections underscored the increasing operational demands placed on the electoral administration and the need for resilient systems capable of sustaining multiple electoral cycles within a single year.

Beyond electoral operations, 2025 was a pivotal year for advancing the EC and VEO's institutional independence. This new status required the development of essential governance instruments, including the Corporate Plan and Staff Manual, which now provide clearer strategic direction, strengthened internal processes, and improved organizational accountability. A full organizational restructure was completed and endorsed by the Electoral Commission, with two new staff recruited to key positions to reinforce operational and technical capacity.

The VEO's work during the year was also shaped by new national policy directions introduced under the Government's 100 Day Plan, which included a commitment to undertake a feasibility study on the boundary delineation of parliamentary constituencies. This initiative required early coordination,

preliminary scoping, and preparatory technical considerations by the VEO to support future policy and legislative decision-making on electoral boundaries.

Institutional independence also meant that new budget structures had to be established to ensure the EC and VEO could effectively implement their strategic priorities. Funding allocations were reshaped to align with the EC/VEO Business Plan, ensuring that the electoral administration is better positioned to operate autonomously, transparently, and sustainably.

Overall, 2025 was a defining year for the Electoral Commission and Vanuatu Electoral Office—not only for the volume and complexity of electoral events conducted, but also for the foundational reforms that now position the institution for stronger performance, improved service delivery, and enhanced public confidence in Vanuatu's democratic processes.

Yours sincerely




.....  
Date: 23th February 2026

Edward Kaltamat  
Chairman  
Electoral Commission

#### BACKGROUND TO ROLES OF EC/VEO

Chapter 4 of the Constitution establishes the Electoral Commission (EC) as the most prominent electoral authority in the country, a role reaffirmed and strengthened by the Referendum. The EC is an oversight body, responsible for the overall policy making and supervision of the process of the elections. The Vanuatu Electoral Office (VEO) is the



operational arm of the EC, with the principal duty to prepare and conduct direct elections in the country, including establishing and maintaining an updated and accurate Voter Register. Under the direct supervision of the EC, the VEO, situated at the Independence Park in Port Vila, functions as a government department within the Ministry of Internal Affairs (MoIA).

As a government agency, the Electoral Commission and its operational wing the Vanuatu Electoral Office is required to develop an annual Business Plan, in accordance with the planning priorities provided by the National Sustainable Development Plan (NSDP) framework and the Business Plan Guidelines. The Annual Report for 2025 provides details of achievements against the 2025 EC/VEO Business Plan demonstrating how the EC/VEO has delivered the services as approved by Parliament under the Budget Narrative in the Budget Appropriations Act.

#### ***The EC/VEO Mandate***

Chapter 4 of the Constitution establishes the Electoral Commission (EC) as the most prominent electoral authority in the country. Following the Referendum, the EC is firmly mandated as an independent body with oversight of the overall policy making and supervision of the process of the elections. The Vanuatu Electoral Office (VEO) is the operational arm of the EC under the direct supervision of the Electoral Commission, with the principal duty to prepare and conduct direct elections in the country, including establishing and maintaining an updated and accurate Voter Register.

#### **VISION**

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

#### **EC/VEO 2025 BUSINESS PLAN PRIORITISED ACTIVITIES**

#### **Planning Priorities**

Reflecting the NSDP targets (2022–2026), the EC / VEO prepared budget narratives for the 2025 Appropriations Act, ensuring that funding priorities are aligned with and support the operationalisation of the 2025 EC/VEO Business Plan.

#### **Decentralisation of Services**

In line with the Government’s overarching strategic directive on decentralisation, the EC/VEO strengthened its capacity to deliver electoral services at the provincial level. Throughout 2025, progress was made toward establishing a permanent presence in all six provinces, improving coordination with local authorities, and ensuring that voter registration, awareness, and election operations could be delivered closer to communities. This approach has significantly enhanced service accessibility and laid the foundation for more responsive and inclusive electoral administration.

- VEO Office established in Torba, Sanma, Penama, Malampa and Tafea
- To complete 2025, the VEO recruited a new Malampa Provincial Electoral Officer to man the Malampa Provincial Electoral Office based in Lakatoro, Malekula ensuring that all five provincial offices are staffed.

#### **One Hundred Day Plan**

Following the release of the Government’s 100-Day Plan, the EC/VEO undertook a rapid review of its Business Plan to incorporate new national priorities. Adjustments were made to ensure that electoral activities—such as boundary feasibility assessments, improved voter data integrity, and legislative operationalisation—were fully aligned with the incoming Government’s direction. This proactive response ensured continuity of service while supporting the Government’s reform agenda.

- Feasibility study on electoral boundary delineation completed and provided



to Minister and DG, Ministry of Internal Affairs.

- Advise sought from the OAG to ensure alinement to legislative requirements

### Implementation of New Legislation

The introduction of the Single Harmonised Electoral Act and Political Party Registration Act in 2024 marked a major reform milestone. Throughout 2025, the EC/VEO focused on implementing these new laws by updating internal procedures, designing new workflows, and providing staff training to ensure compliance. These actions strengthened consistency, improved legal clarity, and enhanced the overall transparency of the electoral process.

- The new legislations were used to conduct The Snap Parliamentary Election and the Penama, Malampa, Shefa and Tafea Provincial Government elections.
- The reform of the EC as an independent body is based on the new legislation

### Institutional Arrangements – Budget, Staffing, Reporting & Planning

As the EC/VEO transitions toward full independence, considerable work has been undertaken to establish appropriate institutional systems. Significant progress was made in clarifying budgeting pathways, reviewing staffing structures, and developing new planning and reporting arrangements suited to an independent constitutional agency. Engagement with the Office of the Attorney General helped confirm the institutional status of the EC, supporting the development of more robust administrative and financial processes.

- Development of an Electoral Commission Corporate Plan
- New Institutional structure approved
- Staff Manual developed

### EC/VEO Corporate Plan (2026–2030)

The EC/VEO began preparations for its first standalone Corporate Plan, which will guide

the institution through 2026–2030. This plan will align with the NSDP and consolidate the organisation’s long-term priorities, including institutional strengthening, voter service delivery, staff development, and operational independence. Early groundwork in 2025 ensures that the plan will be built on evidence, stakeholder consultation, and clear strategic intent.

### Budget Issues

With new legislation positioning the EC as an independent constitutional agency, discussions progressed on establishing a direct budget allocation for the EC and its operational arm, the VEO. This marks a significant shift from previous arrangements where funding flowed through the Ministry of Internal Affairs. Work undertaken in 2025 with the Department of Finance and Treasury has allowed the EC / VEO to regain financial autonomy from MOIA CSU leading to stronger fiscal accountability.

- New Finance structure created with the Department of Finance and Treasury

### Improved Voter Registration Using National ID Cards

Major progress was achieved toward full adoption of the National ID card as the basis for voter registration and identification. Through joint civil and voter registration initiatives and targeted verification campaigns during the Referendum and Snap Election, approximately 95% of the population now holds a valid ID. This achievement significantly strengthens the accuracy of voter lists and reduces long-term registration costs.

### ICT Innovation

The EC/VEO’s collaboration with the CRIM Department led to substantial advances in digital identity and voter data management. A new foundational identity database is near completion and expected to be launched in early 2026 offering improved reliability and data integrity. These ICT enhancements represent a major step toward modern, secure, and efficient electoral administration.



- The VanElekta Voter Registration System saw major developments in 2025 ready for piloting and testing in the Torba Provincial Elections in January 2026.
- A Political Party Registration Database was also developed in line with the legislation to maintain up to date record of all registered political parties.

**Voter Lists and Data Validation**

Continuous improvements were made in voter list accuracy through ongoing data cleaning, digital archiving efforts, and enhanced ICT capabilities. Public scrutiny mechanisms were strengthened, and the voter roll is now underpinned by more reliable identity data. The RV5 Civil Registration System and the VanElekta Voter Registration System are in working progress and near completion. This work supports greater public confidence in the electoral process and reinforces the credibility of future elections.

- Voter list inspection conducted in 71 Area Councils for the Snap General Election and 51 Area Councils for the Penama, Malampa, Shefa and Tafea PGC Election.
- Over 100,000 person records checked, verified and updated on the voter list

**Conduct of Efficient and Credible Elections**

The EC/VEO completed all necessary preparations for the July 2025 Provincial Elections, which served as an important opportunity to test new legislative and voter registration provisions. Lessons from the 2024 Referendum and the 2025 Snap Election were applied to improve operations, streamline logistics, and strengthen procedural compliance—ensuring elections remain transparent, accessible, and credible. Elections conducted include:

1. General Election (Parliament – January 2025)
2. Provincial elections Penama, Malampa, Shefa & Tafea (July 2025)

3. Port Vila Municipal by-elections (July 2025)

**Verification & Validation of ID Cards**

Nationwide ID verification and validation campaigns were successfully implemented, ensuring that the National ID remains the single, reliable source of voter identification. Collaboration with CRIM, Local Authorities and Lands supported the continued rollout of the GPS-based Unique Identifier System for villages, improving both voter verification and election logistics.

- Over 100,000 person records checked, verified and updated on the voter list

**Civic Education Materials**

Progress was made toward expanding civic education materials in all three national languages. These resources will support schools, communities, and civil society groups by providing clear information on democratic rights and responsibilities. The EC/VEO has positioned itself to significantly increase public understanding through long-term civic education initiatives. The Civic Education curriculum was introduced to 29 schools throughout Vanuatu. A workshop to train teachers to deliver the curriculum was conducted in Port Vila bringing 22 teachers from different schools to attend.

Date	Training	Participants
2 – 5 September 2025	Civics & Citizenship Education Training	22 Teachers from Torba, Penama and Shefa

**Strengthening Institutional Capacity Through Restructure**

A major organisational restructure was completed and endorsed by the Electoral Commission, enabling the EC/VEO to address staffing gaps, align positions with operational priorities, and prepare for full independence. Key positions were filled, and planning progressed for expanded provincial staffing. This restructure strengthens the institution’s



ability to deliver timely, compliant, and effective electoral services nationwide.

- New structure approved
- NPP for recruitment developed and submitted
- ICT Officer and Malampa Provincial Officer recruited

**Establishment of Provincial Presence**

The EC/VEO advanced its goal of ensuring a permanent presence in all six provinces. Recruitment and support for Provincial Electoral Officers improved local service delivery and strengthened coordination for voter verification, awareness, and election preparation. This decentralised approach ensures more responsive, community-focused electoral administration.

- VEO Office established in Torba, Sanma, Penama, Malampa and Tafea
- To complete 2025, the VEO recruited a new Malampa Provincial Electoral Officer to man the Malampa Provincial Electoral Office based in Lakatoro, Malekula ensuring that all five provincial offices are staffed.

**Increasing Civil Engagement Through Voter Information**

In 2025, the EC/VEO broadened its communication reach through enhanced digital platforms, including an upgraded website, targeted SMS messaging, and strengthened social media presence. These efforts improved public access to electoral information and enabled the institution to reach remote communities more effectively through coordinated partnerships with government agencies and civil society.

- Website updated with new information materials uploaded.
- Four SMS messages were sent to citizens of Vanuatu with election related information.
- Frequent updates and collaboration with the citizens on VEO Facebook page
- Civic Education awareness conducted with Port Vila youths in June 2025 in

preparation for the Port Vila Municipal by-elections.

**Outreach & Awareness on New Legislation**

A comprehensive program of national outreach began to inform key stakeholders about major legislative changes. Consultations and awareness activities targeted political parties, community groups, diaspora communities, and remote populations. This work ensures broader understanding of new obligations, electoral processes, and political party governance requirements.

Date	Meeting / Training	Participants
14 April 2025	Political Parties Support Threshold	Representatives of 25 registered political parties

**Inclusion & Accessibility**

The EC/VEO continued to prioritise inclusive electoral services for People with Disabilities, women, youth, the elderly, and remote communities. Materials were redesigned for inclusivity, civic education resources were distributed to training centres and schools, and partnerships with disability organisations strengthened practical solutions such as accessible polling environments and transport assistance. These efforts reinforce the EC/VEO’s commitment to equitable participation for all citizens.

- Establishment of eleven new polling stations.
- Creation of posters promoting both genders in electoral processes
- Twenty-nine schools received civic education materials
- BRIDGE Training organised for Women Candidates

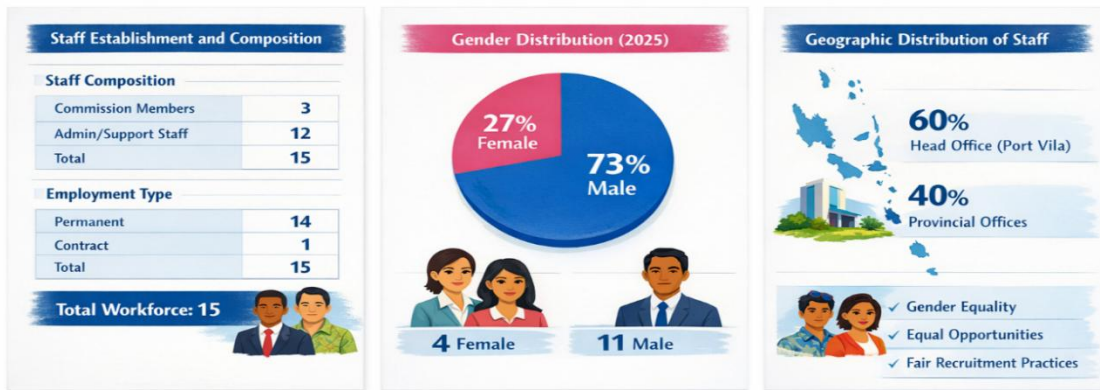
**Human Resources**

During the reporting period, the Vanuatu Electoral Commission continued to strengthen



its human resource management practices to support effective service delivery and institutional performance.

The Commission remains committed to promoting gender balance and equitable representation within its workforce.



## 1. Cessation of Employment

Below is the cessation summary below:

Type of Separation	Number of Officers
Retirement	0
Resignation	0
Termination	0
Total	0

There were no cases of cessation of employment during the reporting period, indicating workforce stability.

### 1. Discipline and Compliance

Category	Number of Cases
Reported Cases	0*
Resolved Internally	As required

\*Any minor issues were managed and resolved internally in accordance with public service procedures.

The Commission maintained full compliance with disciplinary frameworks, ensuring fairness and consistency.

### Leave Accrual Management

During the 2025 reporting period, the Vanuatu Electoral Commission monitored leave accruals to ensure compliance with leave policies and to promote effective workforce management.

In December 2025, the Commission made a decision to pay out accumulated leave entitlements for officers in order to reduce leave balances to within acceptable limits. This initiative was undertaken to improve leave management, encourage proper utilization of leave, and ensure alignment with public service guidelines

### Scholarships and Training

During the 2025 reporting period, no officers were awarded scholarships.

However, the Commission implemented and participated in key training programs aimed at strengthening electoral capacity and operational effectiveness.

Table 7: Key Training Programs Delivered – 2025

Key Training to be Delivered	Cost	Duration	Comment
Stand Up Candidacy Training Programs in all provinces	Donor	2025	VEEP III
Driver's Licence Training	Donor	2025	VEEP III

These training initiatives were supported by development partners under the VEEP III program and contributed to enhancing staff capability and supporting electoral preparedness across the country

### Equity and Inclusivity Initiatives

The Vanuatu Electoral Commission continued to promote equity and inclusivity through fair recruitment practices, equal access to training opportunities, and initiatives aimed at strengthening gender balance and diversity within the workforce.

### Significant Developments in Staff Management

During the reporting period, staffing and workforce planning were influenced by budgetary allocations and operational priorities, including preparations for electoral activities. The Commission focused on optimizing available human resources while maintaining service delivery standards.



## 2. VANUATU POLICE FORCE

### Executive Summary

This **Annual Report of the Vanuatu Police Force (VPF) for 2025** presents a consolidated overview of operational activities, financial expenditures, and key achievements undertaken across the organization in alignment with the **Vanuatu Police Force Business Plan 2025, The Ministerial Corporate Plan and the National Sustainable Development Plan**. The report provides accountability and transparency on the utilization of public resources and the implementation of policing priorities across the country.

The report is compiled from **17 cost centres operating under Chapter Heads 810 and 260**, which represent the operational and administrative units of the Vanuatu Police Force. **Chapter 810** covers the **Vanuatu Mobile Force (VMF)** and its specialized operational units, while **Chapter 260** includes the **Police and Maritime Wing**, including national headquarters units, provincial commands, training institutions, and maritime policing services.

Each cost centre has provided detailed reporting on **financial expenditures, operational outputs, and activities undertaken during the 2025 financial year**. These reports demonstrate how allocated resources have been utilized to support the implementation of the **VPF Business Plan 2025 in alignment with the Ministerial Corporate Plan and the National Sustainable Development Plan (NSDP)**, including maintaining law and order, strengthening public safety, enhancing operational readiness, supporting community policing initiatives, and improving institutional capacity.

Throughout the reporting period, the Vanuatu Police Force continued to deliver policing services across all provinces despite operational and resource challenges. The activities outlined in this report highlight the

collective efforts of the Force to **protect communities, uphold the rule of law, and respond to emerging security needs across Vanuatu**.

This Annual Report therefore provides a comprehensive overview of the **performance, accountability, and operational achievements** of the Vanuatu Police Force during 2025. It also demonstrates the Force's ongoing commitment to strengthening policing services and supporting the Government's national priorities for safety, security, and good governance.

The Vanuatu Police Force respectfully submits this report for the **consideration and deliberations**.

Karlshem Bongran  
Commissioner  
Vanuatu Police Force

### REPORTING STRUCTURE

The **Vanuatu Police Force (VPF)** operates under a structured budget framework designed to support policing operations and administrative functions across the country. The budget allocations are distributed and managed through specific **cost centres**, which fall under two primary chapters: **Chapter Head - 810 for the Vanuatu Mobile Force (VMF) and Chapter Head - 260 for the Police and Police Maritime Wing (PMW)**.

Under **Chapter Head - 810**, the Vanuatu Mobile Force budget is administered through the following cost centres: **81BA – VMF Santo Detachment, 81AA – Port Vila, 81AB – National Support Unit, and 81AC – Surveillance Response Force**. These units provide operational support and specialized response capabilities to maintain law and order throughout Vanuatu.

Under **Chapter Head - 260**, the Police and Police Maritime Wing budget is distributed among several cost centres that support



operational policing, administrative functions, training, and provincial policing services. These include **2601 – Commissioner of Police**, which oversees units such as the National Intelligence Unit (NIU), Legal Office, Firearms Unit, Professional Standards Unit, and Media Unit; **2602 – Corporate Services Unit**; **2603 – Joint Planning and Operations Center (JPOC)**; **2609 – Police College**; **2619 – Sanma Patrol including Luganville (Traffic and CID)**; **2621 – Torba**; **2627 – Malampa**; **2629 – Penama**; **2636 – Port Vila Police Station including Traffic, UIB, GD and TRG**; **2638 – Criminal Investigation Department (CID)**; **2642 – Tafea**; **2644 – Shefa**; and **2690 – Police Maritime Wing (PMW) Port Vila and Santo**.

These cost centres collectively support the operational and administrative functions of the **Vanuatu Police Force establishments nationwide**, enabling the delivery of policing services and ensuring effective law enforcement across all provinces of Vanuatu.

**COMMISSIONER OF POLICE (2601)**

**CORPORATE SERVICES UNIT (2602)**

The **Corporate Services Unit (CSU)**, comprising four sub-units under Corporate Services, is responsible for managing **human resources, finance, administration, policies, and project management** across the **Vanuatu Police Force (VPF)**. This report provides a consolidated summary of CSU activities for **2025**, highlighting key **operational, financial, and administrative outcomes** achieved during the year.

Finance and Operational Report 2025

Personnel Expenses Summary

Budget vs Actual:

- **Annual Personnel Budget:** VT 1,364,029,285
- **Annual Personnel Actual:** VT 1,420,363,161

- **Variance:** VT 56,333,876 (Over 104.1% of budget)

Key Overspend Drivers:

Component	% Spent	Notes
Acting Allowances	900.9%	Increased eligibility and extended acting appointments
Housing Allowances	127.8%	Higher claims than anticipated
Family Allowances	122.5%	More dependents compared to prior years
Provident Fund	133.3%	Wage increases and allowance payouts
Special Bonus	–	Christmas Bonus payments

Underspend Areas:

- Permanent salaries (91.5%) – savings due to vacant posts and delayed recruitment.

Operational Expenses Summary

Budget vs Actual:

- Annual Operational Budget: VT 255,813,158
- Annual Operational Actual: VT 201,662,626
- Variance: VT 54,150,532 (78.8% of budget spent)

Major Underspend Areas:

- Officer Rentals (7.4%)
- Court Costs (0.1%)
- Subsistence Allowances
- Building Repairs & Maintenance
- Local Travel



**Key Overspend Areas:**

Item	% Spent	Notes
Vehicle Fuel	111.1%	Increased operational demand
Internet & Satellite Communications	172.7%	Critical operational needs
General Materials	428.0%	Procurement of essential resources
Rations & Supplies	206.2%	Increased field operations
Electricity Utilities	146.5%	Inflation and higher usage
VAT	182.7%	Under-budgeted core costs
Equipment (Additional)	155.6%	Replacement and additional needs

**Key Issues Identified:**

- Fuel, utilities, and rations under pressure
- Extended acting appointments increasing personnel costs
- Vacancies impacting operational capacity
- Court costs and rentals underfunded

**Combined Financial Position**

**Revenue Performance vs 2025 Budget:**

- Approved Budget: VT 203,310,000
- Total Revenue Collected: VT 509,262,995 (151% above budget)

**Key Revenue Sources:**

Revenue Type	Amount (VT)	% of Revenue
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Honorary Citizenship	201,361,302	40%
Capital Investment Immigration	143,326,759	28%
Police Clearance	75,136,090	–
Traffic Fines	53,012,439	–
Driving Licenses	25,333,278	–
Firearms Fees	9,235,509	–
Other Fees & Charges	1,848,623	–

**Observation:**

Revenue performance was exceptionally strong, primarily driven by immigration, citizenship, and key operational policing revenue streams.

**Finance and Procurement Projects**

**Key Projects**

1. UK-Funded Solar Installation: Pending implementation at five recommended locations.
2. Japan-Funded Luganville Fire Station Renovation: Contractor award pending; commencement scheduled April 2026.
3. VMF Engineers Uniforms: VT 3,432,818 – Completed.

Total Disbursed through Projects: VT 21,510,000

**ICT & Equipment Procurement:**

- VPF acquired ICT equipment, new vehicles, and infrastructure, supported by donors such as VAPJAP, US Embassy, and China.

**Routine Administration Tasks:**

- LPO processes, finance processes, procurement, and CTB approvals
- Support for Commissioner’s office for official events



- Wreath arrangements for ceremonies
- Uniform distribution and logistical support
- Maintenance and cleaning of Vansec House
- Mail and correspondence management
- Officer travel coordination

- Retirements: 140 (Age: 112; Death: 7; Medical: 10; Voluntary Resignation: 3; Resignation: 8)
- Postings and Transfers
- Promotions 9

**Achievements:**

- Repainting and CCTV installation at Vansec House
- Upgrade of access door system for enhanced security

**Leave Management Plan:**

- Implemented 1 September 2025 for officers with >10 months leave
- Executed in 3 phases (Age 55-61)
- Reduced financial liability through structured leave scheduling

**Expenses:**

- Vehicle maintenance, equipment, and supplies: VT 886,473
- 

**VPF Structure Review:**

- Ongoing review; finalization pending Minister, Chairman, and Police Service Commission approval

**Human Resource Management**

**Retirements and Severance:**

Age Group	Severance (VT)	Outstanding (VT)	Total (VT)
60+	207,146,499	32,532,391	239,678,890
58	370,652,542	97,471,137	468,123,679
57	218,904,521	48,175,879	267,080,400
56	381,725,301	74,768,216	456,493,517
55	220,004,849	43,231,192	263,236,041
54	126,803,241	28,032,380	154,835,621

**Training and Capacity Building**

Date	Training Type	Location	Participants
26-30 Jan 2026	Use of Force	Santo	N/A
2-6 Feb 2026	UNMISS Pre-Arms	Santo	N/A
9-13 Feb 2026	Use of Force	Santo	N/A
9-13 Feb 2026	POM Training	Port Vila	N/A
23-28 Feb 2026	Use of Force	Santo	N/A

**Personnel Summary:**

- Acting Allowances: 301 officers
- Training Attendance (June – Dec): 433 officers
- Leave Certificates Issued (June – Dec): 301

**Outcome:** 14 agreed activities completed, strengthening institutional capacity.

**Projects – Williams Bay Police Post**

Detail	Information
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Location	Williams Bay, Erromango
Funding	Vanuatu Government, VPF
Contractor	Netovtam Construction
Contract Value	VT 12,604,110
Groundbreaking	12 February 2026
Construction Status	Foundation works underway: marking building profile, footings, steel framework, and pouring footing slab
Expected Completion	12 June 2026

Summary

- CSU successfully executed **human resources, finance, administrative, and project management functions** in 2025.
- **Personnel overspend** due to acting allowances, promotions, and unbudgeted allowances.
- **Operational underspend** in court costs, rentals, and subsistence offset by overspend in fuel, communications, rations, and utilities.
- **Revenue performance exceeded budget** by 151%, mainly through citizenship, immigration, and operational policing revenue.
- Key achievements include **CCTV installations, infrastructure upgrades, and training programs**.
- Ongoing challenges: vacancies, internet connectivity, project delays, and budget pressures.

**JOINT PLANNING AND OPERATIONS CENTRE (2603)**

The **Joint Planning and Operations Centre (JPOC)** functions as the central hub for operational planning, monitoring, and command support across the **Vanuatu Police Force (VPF)**. In 2025, JPOC played a pivotal role

in coordinating national policing operations, supporting emergency responses, and providing timely situational awareness to police leadership.

During the reporting period, JPOC successfully coordinated multiple national operations and major events, including **Operation India Alpha, Operation Noel, cyclone and earthquake responses, elections, and cultural festivals**. The centre issued **34 operational orders and tasking directives**, ensuring clear communication and guidance for deployments across all police commands. A key achievement was the successful upgrade of the **Police Information Management System (PIMS)**, enhancing data accuracy and operational reporting capabilities. Additionally, JPOC supported professional development initiatives, including **United Nations pre-deployment training**, thereby strengthening the VPF's capacity to contribute to international missions.

Despite these successes, JPOC faced operational and structural challenges, including staffing gaps, resource constraints, logistical limitations, and high operational demands, which affected the full implementation of certain strategic activities. To address these issues, it is recommended that the centre focus on strengthening operational planning, filling key vacancies, enhancing ICT training, improving monitoring frameworks, and increasing operational resources to sustain and expand its capabilities.

**1. OPERATIONAL CONTEXT**

The **Joint Planning and Operations Centre (JPOC)** serves as the central hub for operational coordination within the **Vanuatu Police Force (VPF)**. Its core functions include ensuring effective national policing and emergency response coordination, facilitating the timely deployment of resources across all commands, maintaining continuous situational awareness for senior leadership, and integrating and monitoring operational activities through the



**Police Information Management System (PIMS).**

In 2025, JPOC provided critical support to a wide range of operations, encompassing national security initiatives, disaster response, electoral activities, maritime operations, and major public events. These efforts directly advanced the VPF’s strategic priorities of maintaining community safety and security, strengthening institutional capacity, and fostering partnerships with communities and other agencies.

**Strength**

JPOC operates with 13 personnel across three functional teams:

Unit	Personnel
Operations Team	4
Communications Team	6
PIMS Team	3
<b>Total</b>	<b>13</b>

**Key Vacancies:** Staff Officer – Plans, Staff Officer – Operations, Liaison Officer, Reporting Officer. These gaps constrained strategic planning, capability assessments, and training analysis.

**OPERATIONAL SUPPORT & MAJOR ACTIVITIES**

**JPOC Coordination of Deployments**

In 2025, the **Joint Planning and Operations Centre (JPOC)** coordinated deployments for a wide range of operations and events. These included national operations such as **India Alpha, Noel, and Spotlight**, emergency responses to **Cyclone Session, earthquake events, and the Harpole oil spill**, and electoral security for **provincial, municipal, and parliamentary snap elections**. JPOC also supported major public events, including the **National Arts & Cultural Festival, ANZAC Day, Victory March in Santo, and Fest’Napanua Festival**, as well as visits by **international**

**delegations**, including representatives from the Australian Government.

The centre’s responsibilities encompassed comprehensive operational planning, issuing tasking orders, coordinating deployments, and monitoring activities across all police commands to ensure effective and timely responses.

**Operational Directives**

In 2025, the **Joint Planning and Operations Centre (JPOC)** issued a total of **34 directives**, averaging approximately three per month. These directives included **Operation Orders, Warning Orders, Supplementary Orders, and Tasking Orders**, all designed to guide deployments, ensure operational readiness, and coordinate activities for national events effectively across the Vanuatu Police Force.

**Police Information Management System (PIMS)**

The **Joint Planning and Operations Centre (JPOC)** is responsible for **data management, incident reporting, crime analysis, and providing operational planning support** across the Vanuatu Police Force. In 2025, a successful **system upgrade** was completed, improving data accuracy by **20%** and enhancing case tracking capabilities. However, officer training on the upgraded system was not implemented due to **budget constraints**. To address this gap, it is proposed to conduct **provincial refresher training at Sola, Lakatoro, Saratamata, and Tafea Police Stations**.

**Training & Capacity Development**

Professional development opportunities in 2025 were limited due to high operational demands. Notably, **Inspector Ray Johnathan** completed **United Nations pre-deployment training**, enhancing the Vanuatu Police Force’s capacity for international operations.



**Financial Support to Operations**

Expenditures during the year were primarily directed toward maintaining operational readiness. Key areas of spending included **fuel, vehicle maintenance, and operational rations, as well as office supplies, communications, and equipment upkeep**, along with **utilities and infrastructure maintenance** to support effective policing activities.

**PERFORMANCE MONITORING**

**Priority 1: Keeping Communities Safe and Secure**

**Activities & Achievements:**

- Disaster Management Support: Earthquake and Harpole Oil Spill response – fully achieved
- Operations India Alpha & Noel: Targeted crime reduction and increased police visibility – mixed outcomes; rural crime reduced, urban areas saw continued challenges
- Capability Requirements Assessment: Not achieved due to staffing constraints

**Performance:** 67% of planned activities achieved

**Priority 2: Strengthening Institutions**

- OGCIO ICT Support: Maintenance completed, training partially achieved
- PIMS Upgrade: System upgrade completed, data accuracy improved by 20%, training not conducted
- Training Needs Analysis (TNA): Not achieved
- UN Pre-Deployment Training: Achieved; 12 officers trained and certified

**Performance:** 75% of planned activities achieved

**Priority 3: Working Through Partnerships**

- Mass Crime Prevention Awareness: Not implemented
- Goodwill Patrols: Not implemented
- Review of Overseas Deployment Missions: Not conducted

**Performance:** 0% of planned activities achieved

**Performance Summary**

Pri ority	Total Activ ities	Fully Achi eved	Parti ally Achi eved	Not Achi eved	% Achi eved
1	3	2	0	1	67%
2	4	2	2	0	75%
3	3	0	0	3	0%

**Challenges**

In 2025, the Joint Planning and Operations Centre (JPOC) faced several operational constraints. **Staffing limitations**, with key roles remaining vacant, restricted the capacity for strategic planning and monitoring. **Budget constraints** hindered the full implementation of capability assessments, training programs, and system upgrades. Geographic dispersion created **logistical challenges**, limiting operational reach, while high **operational demands**, particularly emergency responses, diverted resources from planned activities.

**Lessons Learned**

The year highlighted that effective **inter-agency coordination** enhances disaster response efficiency, while **reliable data systems** improve operational planning and decision-making. Sustained **community engagement** builds public trust, and **early operational planning and monitoring** significantly improves strategic outcomes.



### Recommendations – Next Reporting Period

To address these challenges, it is recommended to **strengthen operational planning** through the recruitment and training of dedicated planning officers. **ICT and PIMS training** should be expanded to all provincial officers to enhance data management and operational efficiency. **Staffing gaps** must be addressed by filling vacant key positions to improve coordination and planning capacity. Additional funding and resources should be allocated to **support national operations**, and monitoring frameworks should be enhanced to strengthen evaluation and performance tracking mechanisms.

### Communication Section – Highlights 2025

The Communication Section maintained reliable **radio communication systems nationwide** through the **Vanuatu Government National Emergency Radio Network (VGNERN)**, supporting police operations and emergency responses. Staffing comprised **10 personnel**, with six in Port Vila and four in Santo. Key activities included the maintenance of HF/VHF systems, installation and repair of equipment, technical support for deployments and emergency responses, and monitoring of national radio networks.

Achievements included maintaining the national emergency radio network, installing communication equipment in police stations and vehicles, and strengthening inter-agency communication. Challenges included limited personnel, aging equipment, logistical difficulties, and increasing operational demand. Recommendations to address these issues include increasing trained technical staff, upgrading communication equipment, expanding network coverage in remote areas, implementing preventive maintenance programs, and providing ongoing technical training.

The 2025 reporting period underscores the critical role of the **Joint Planning and Operations Centre** and the **Communication**

**Section** in supporting Vanuatu Police Force operations. Operational coordination, disaster response, national security support, and upgrades to the **PIMS system** contributed to improved policing capability and situational awareness. Challenges in staffing, resource allocation, and community engagement affected the full achievement of some strategic priorities, particularly partnership initiatives. Implementation of the outlined recommendations, including filling key vacancies, enhancing ICT and PIMS training, and increasing operational resources, will strengthen the capacity of JPOC and the Communication Section to support national policing priorities in 2026.

### CRIME PREVENTION UNIT

The Crime Prevention Unit (CPU) 2025 Annual Report highlights the unit's contributions toward the strategic priorities of the Vanuatu Police Force, focusing on community safety, public trust, and strengthened partnerships with stakeholders. Throughout the year, the unit conducted extensive preventive and engagement activities designed to enhance public safety, increase police visibility, and foster strong relationships across urban, rural, and coastal communities.

During this period, the CPU carried out 1,126 patrol operations, including mobile, foot, country, and boat patrols, and implemented 684 community-based activities, encompassing consultations, mediation cases, stakeholder meetings, crime prevention awareness programs, and school engagements. Most planned initiatives were successfully executed, particularly in community policing and partnership development. However, some activities, such as road safety improvements and cyber safety awareness programs, were only partially completed due to systemic challenges and emerging risks.

Overall, the Crime Prevention Unit demonstrated consistent dedication to preventive policing, community engagement,



and public awareness initiatives throughout 2025, reinforcing its role in promoting safe and resilient communities.

**PRIORITY 1: KEEPING COMMUNITIES SAFE & SECURE**

**Key Outputs & Performance:**

Activity	Target / Output	Status	Evidence
School Awareness Sessions	17	Achieved	School Reports
School Visits	31	Achieved	Visit Reports
Legal Awareness Workshops	2	Achieved	Workshop Records
Crime Prevention Awareness (Road Safety Included)	80	Achieved	Awareness Reports
Total Road Safety & Awareness Activities	130	Partially Achieved	Traffic Data

**Outcomes:**

The unit successfully increased road safety awareness and promoted greater compliance among the public, while also improving engagement in road safety initiatives. Despite conducting **130 awareness activities**, traffic congestion—especially in **Port Vila**—continues to pose challenges. Limitations in infrastructure, rapid urban growth, and high vehicle volumes have reduced the overall impact of these campaigns. To achieve

sustained improvements, a coordinated multi-agency approach is recommended.

**Activity 1.1.2 – Increase Police Presence in Communities and EEZ**

**Patrol Operations Conducted:**

Patrol Type	Number	Purpose
Mobile Patrols	993	Community Confidence & Safety
Foot Patrols	74	Community Confidence & Safety
Country Patrols	47	Rural Engagement
Boat Patrols	12	Coastal/Island Outreach

**Total Patrols:** 1,126

**Outcomes:**

Police visibility was significantly enhanced nationwide, strengthening deterrence in communities and improving public confidence and perceptions of safety. These objectives were fully achieved, with **boat patrols** supporting outreach to island communities. Sustained patrol operations have had a positive impact on public trust and the overall sense of security.

**PRIORITY 3: WORKING THROUGH PARTNERSHIP**

**Activity 3.1.2 – Community Policing & Community Safety Teams**

**Key Outputs:**

Activity	Total
Community Consultation Meetings	316
Community Visits & Engagements	109
Stakeholder Meetings	43
Police Assistance / Mediation Cases	73
Community Safety Team Trainings	7
Farea Program Engagements	3



Capacity-Building Attended	Trainings	3
<b>Total Activities</b>		554

**Outcomes:**

Partnerships with chiefs and community leaders were strengthened, supporting **early dispute resolution** through **73 mediation cases**. Coordination at the local level was also improved via **Community Safety Teams**, contributing to more effective community engagement. These objectives were fully achieved.

**Activity 3.1.3 – Mass Crime Prevention Awareness**

**Key Outputs:**

Activity	Total
Crime Prevention Awareness Sessions	80
Legal Awareness Workshops	2
School Awareness Sessions	17
School Visits	31
<b>Total Activities</b>	130

**Outcomes:**

Public reporting of incidents increased, youth engagement was expanded, and the community’s understanding of crime prevention improved. These objectives were successfully achieved.

**Activity 3.3.1 – Cyber Safety Pacifica**

**Key Outputs:**

Activity	Total
School Awareness (Cyber-related sessions)	17
Community Awareness Sessions	80
Legal Awareness Workshops	2
<b>Total Activities</b>	99

**Outcomes:**

Digital safety awareness was raised, understanding of cyber risks improved, and youth engagement in online safety was strengthened. These objectives were **partially achieved**, as cyber safety initiatives were integrated into broader crime prevention programs. Despite increased outreach, the rising prevalence of cyber risks underscores the need for dedicated programs and stronger online safety measures.

**OVERALL SUMMARY – 2025**

- **Patrol Operations:** 1,126
- **Community-Based Activities:** 684 (including mediation, consultations, awareness sessions, school programs, and trainings)

**Performance Assessment:**

- **Priority 1 – Keeping Communities Safe & Secure:** Fully Achieved
- **Priority 3 – Working Through Partnership:** Fully Achieved

**Key Achievements:**

During 2025, the Crime Prevention Unit conducted **1,126 patrol operations**, significantly enhancing police visibility, and carried out **684 community-based engagements**. The unit maintained a strong presence in mediation and consultation, handling **389 combined cases and consultations**, while actively developing **Community Safety Teams** and sustaining consistent school and youth outreach programs.

Key challenges included limited resources, particularly for maritime operations and engagement with outer island communities, transport and logistical constraints affecting access to remote areas, urban traffic management issues in **Port Vila**, rising cyber security risks, and high demand for expanded community programs.



To address these challenges, it is recommended that maritime patrol operations be expanded to improve outreach to coastal and island communities, and that cyber safety programs be strengthened through dedicated workshops for schools and youth. Community Safety Teams should be enhanced and extended into rural and high-risk areas, while traffic safety coordination should be improved through inter-agency collaboration. Additionally, introducing **quarterly performance monitoring** is advised to track activities effectively and optimize resource allocation.

## CONCLUSION

The **2025 reporting period** demonstrates strong performance by the Crime Prevention Unit in both preventive policing and community engagement. High levels of patrol and community engagement contributed to improved public safety, increased public trust, and strengthened collaboration with local leaders.

Despite ongoing challenges in **cyber security, traffic management, and logistical support**, the unit's overall performance aligns closely with national policing priorities. Sustained investment in community policing, expanded outreach programs, and enhanced inter-agency cooperation will be critical to maintaining progress and further improving public safety across Vanuatu.

## VANUATU POLICE TRAINING COLLEGE (2609)

### INTRODUCTION

This report provides a detailed overview of administrative, financial, human resources, facilities, and operational activities at the **Vanuatu Police Training College (VPTC)** for the period from **December 2025 to February 2026**.

**Financial Overview:** During this period, **seven purchase orders totalling VT 886,473** were submitted to cover essential expenditures,

including vehicle maintenance, equipment, and supplies.

**Human Resources:** Approximately **90% of positions are currently filled**, with key vacancies in the **Clerk/Archive, Handyman, WO2, and Instructor roles**. Recruitment is underway for the Handyman position, while some staff members are on study leave or temporary assignments.

**Facilities and Operations:** Training rooms and the gym now operate under a **user-pay system** to support maintenance and operational costs. Recent facility activities included the maintenance of doors and the opening of the **VPTC Mess**.

**Operational Issues:** Aging barracks infrastructure requires urgent attention, particularly **plumbing issues in the laundry area** and **damaged doors**, which impact daily operations and accommodation.

**Upcoming Plans:** The College plans to finalize an **asset management database** and establish a **dedicated storage room** for assets and archives to improve organizational efficiency.

**Recommendations:** Key recommendations include accelerating recruitment for vacant positions, assessing and appointing staff on acting, probation, or temporary attachment, establishing financial protocols for facility usage, and addressing maintenance and infrastructure needs in the barracks.





**Administrative Activities**

**Activities Undertaken (Dec 2025 – Feb 2026)**

Between **December 2025 and February 2026**, the Vanuatu Police Training College (VPTC) carried out several key activities. These included **coordinating day-to-day administrative tasks**, completing the **renewal of VPTC registration with the Vanuatu Qualifications Authority (VQA)**, and **managing correspondence, records, meetings, schedules, and office supplies** to ensure smooth operational continuity.

**Financial Overview**

During the reporting period, the Vanuatu Police Training College (VPTC) submitted a total of **7 purchase orders** with a combined value of **VT 886,473**. These expenditures covered essential items and services, including **key cutting and programming, vehicle maintenance, brush cutters, Brother MFC-L3770CDW toners, imprest, fuel, desktops, and monitors** (Appendix 1).

**Human Resources**

**Staffing Updates**

As of the reporting period, **90% of approved positions** at the Vanuatu Police Training College (VPTC) are filled. Key vacancies remain in the **Clerk/Archive, Handyman, WO2, and Instructor** roles, with recruitment for the Handyman position actively underway, while other positions are pending. Temporary and study leave assignments include the **Development Officer** currently on study leave and **OST Assistant PC Jonah Nawanikam** on temporary attachment.

**4.2 Training and Staff Development**

**Training Conducted:**

Date	Training Type	Location	Participants
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26-30 Jan 2026	Use of Force	Santo	N/A
2-6 Feb 2026	UNMISS Pre-Arms	Santo	N/A
9-13 Feb 2026	Use of Force	Santo	N/A
9-13 Feb 2026	POM Training	Port Vila	N/A
23-28 Feb 2026	Use of Force	Santo	N/A

**Staff Development Activities:**

Date	Staff Name	Training/Development	Location	Status
Dec 2025	PC Christina Aki	MS Excel Essentials	Pacific Solutions, Port Vila	Complete
Jan 2026	PC Ali George	Diploma in Training & Assessment	VNU	Ongoing
Jan 2026	PC Christina Aki	Diploma in Training & Assessment	VNU	Ongoing

**Facilities and Operations**

The **training rooms and gym** now operate under a **user-pay system**, with fees collected to support maintenance, utilities, staffing, and overall upkeep. Maintenance needs are urgent, particularly in the **aging barracks**, which require repairs to **damaged or worn doors and water taps**, as well as addressing **leakage in the laundry area**. Additionally, there is a **lack of proper storage** for assets and



archives, highlighting the need for improved facilities management.

**6. Asset Management**

- Creation of an **Excel-based asset management database** is ongoing.
- Maintain VPTC asset register for the new Mess.
- Upcoming plan to establish a **dedicated storage room** for assets and archives.

**7. Upcoming Plans**

1. Complete **asset management database** and populate register.
2. Establish **storage room** for assets and archives.
3. Conduct assessment of barracks to identify maintenance and safety requirements.

**8. Recommendations**

1. Accelerate recruitment for vacant positions to improve operational efficiency.
2. Appoint OST staff assistant PC Jonah Nawanikam permanently.
3. Assess and process permanent postings for staff on acting or probationary positions.
4. Establish financial protocols for deposits and usage fees for training facilities.
5. Repair laundry area leakage (plumbing and waterproofing).
6. Repair or replace water taps throughout the barracks.
7. Update door hardware and assess for damage or safety concerns.

**9. Appendices**

**Appendix 1 – Financial Overview**

Date	Item Description	Supplier	Expense (VT)
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06 Jan 2026	Key Cutting & Programming	Tech Auto Service	115,070
08 Jan 2026	Vehicle Service Maintenance	Tech Auto Service	65,030
08 Jan 2026	Brush Cutters	Trade & Farm	34,900
09 Jan 2026	Toner Brother MFC-L3770CDW	Copy Express	72,500
27 Jan 2026	Imprest (CDSC & Board allowances)	Vanuatu Government	200,000
12 Feb 2026	Fuel	ABM	30,000
19 Feb 2026	2 Desktops & 3 Monitors	Computer World	368,973
<b>Total</b>			<b>886,473</b>

**SANMA & LUGANVILLE (2619)**

This report provides a comprehensive summary of the activities and operations conducted by Sanma and Loganville Police Command from January to December 2025. It covers regular policing duties, major





investigations, traffic operations, special taskings, training programs, community engagement, and administrative achievements.

Despite a challenging year following the passing of our late ACP George Andrew Pakoa Songi, the Command remained committed to upholding law and order, maintaining public safety, and strengthening community partnerships.

### Strategic Goals and Operational Priorities

Throughout 2025, the Sanma and Luganville Police Command aligned its operational activities with key strategic policing objectives focused on improving public safety and strengthening community relationships. The Command emphasized proactive and highly visible policing by increasing patrols and maintaining a strong police presence in communities and public areas to deter criminal activity and enhance public confidence. Priority was also placed on ensuring timely responses to reports of crime and incidents, allowing officers to address public concerns efficiently and maintain law and order. In addition, the Command strengthened community policing initiatives through collaboration with Community Police Volunteers, encouraging greater community participation in crime prevention efforts. Continuous engagement and consultation with chiefs, community leaders, and local stakeholders also played an important role in addressing crime concerns and developing cooperative solutions to improve safety within communities across Sanma Province.

### Procurements

- 2 new motorbikes & 2 vehicles funded by Chinese Government
- 3 Chinese boats for operational use
- TRG received new equipment

## Finance & Revenue

### Expenditure (January–December 2025)

Cost Center	Expenditure (VT)
2619-8 CFV	4,974,285
2619-8 CAB	848,000
2619-8 CUE	3,125,227
2619-8 CRV	1,534,700
2619-8 CSR	1,381,095
2619-8 CKR	765,872
2619-8 CKS	625,742
2619-8 CRB	90,179
2619-8 EEA	319,824
2619-8 COU	95,550
2619-8 CGR	4,600
2619-8 CJO	109,891
2619-78B3-7 NOI	219,313
2619-MUFA-7 NOI	45,000
2619-8 CKT	8,435
2619-8 EFO	411,714
2619-8 CIV	30,000
2619-8 CSF	370,000
<b>Total Expenditure</b>	<b>14,959,427 VT</b>

### Revenue Collection (January–December 2025)

Description	Amount (VT)
Firearms	2,656,788
Police Clearance	12,152,320
Prosecution Cost	343,000
Court Fines	1,089,010
Restitution	110,000
Traffic Revenue	20,463,490
<b>Total Revenue</b>	<b>36,704,598 VT</b>

### Command Strength & Human Resources

Unit	Number of Officers
Command	2
General Duties (GD)	43
Family Protection Unit (FPU)	11
Prosecution Unit (PU)	4
Crime Prevention Unit (CPU)	9



Criminal Investigation Branch (CIB)	35
Tactical Response Group (TRG)	15
Firearms Unit (FAU)	2
Traffic Unit (TRF)	18
National Intelligence Unit (NIU)	4
Communications (COMMS)	1
Administration (ADMIN)	2
Sanma Patrol (SP)	2
Civilian Staff	2
<b>Total Officers</b>	<b>150</b>

- Crime Net operations by CPU targeting dangerous drugs and liquor offenses
- Student Network operations involving school principals in Sanma Province

**Special Operations**

- Visiting cruise ship operations (8 visits)
- Ward Policing covering 4 wards with GD & TRG personnel
- Nasara Program: Community and Chief visits
- Authorised Person Visits: Monthly monitoring

**Major Events & Engagements**

- ANZAC Day at Rotary Park – 25 April 2025, 0500hrs
- Establishment of Sanma PDCCC – 22 May 2025 (facilitated by NDMO)
- ICT Day – Digital Week – May 2025, Parade through Luganville Town with stakeholders
- Presbyterian National Youth Convention – Wunpuko, West Coast Santo
- COMPOL Visit to Northern Command – 17 June 2025
- Luganville Day Celebrations
- One People Band & Santo East Music Festival
- Reserve Bank Groundbreaking Ceremony
- PSC Day / Sanma Day
- Pacific Partnership Program

**Training, Workshops & Courses**

- “Be The Change” Training – April 2025, Reach Family Center, Port Vila (funded by AFP)
- Disability Training – Niscol Terminal (conducted by CPU & partners)
- VPF Probationary Constable Work-Based Learning Program – Police College
- Leadership Training & Consultation Programs in China – Funded by Chinese Government
- Middle Management Training – Police College Classroom

**Operations**

**Proactive Policing & Surveillance**

- Continuous patrols at tourism sites and public areas
- Night Flash Operations conducted fortnightly to address public order issues

**Major Operations & Achievements**

Operation	Date	Description	Stakeholders/Units	Revenue Collected
Traffic Joint Operation	15 – 23 April 2025	Road traffic enforcement	Traffic & stakeholders	-



JSS Operation	May 2025	Criminal investigations	CID & other units	-
Marijuana Operation, Malo Island	3–4 June 2025	Narcotics enforcement	CID	-
2nd Phase Traffic Operation, Luganville & Sanma	10 June 2025	Road traffic enforcement	Traffic & stakeholders	447,000 VT

### Electoral Operations

- Snap Election – January 2025
- By-Election – July 2025
- Operation India Alpha – 30 July 2025
- Operation Noel – Christmas & New Year

### Activity & Incident Summary

Area	Activities Attended	Incidents Attended
Aore	3	9
Malo	80	54
Santo	10,679	885
Tutuba	4	3
Tangoa	–	1
<b>Grand Total</b>	<b>10,766</b>	<b>952</b>

### Reported Offenses

- Total Offenses: 1,643

### Disciplinary Cases

- Fifteen (15) disciplinary hearings conducted in 2025

### Community Programs

- Midday Justice: Support program by CPU for Sanma Patrol Operation Noel 2025
- Ward Safety Training – Show Ground Community
- Engagement with Community Police Volunteers

### Fleet & Equipment

Unit	Vehicle Description	Plate No	Status
ACP	Toyota D/Cabin	POL 1666	Operational
FPU	Land Cruiser D/Cabin	POL 1721	Operational
GD	Land Cruiser	POL 1625	Operational
HQ	Jeep (Chinese)	POL 2405	Operational
HQ	D/Cabin (Chinese)	POL 2407	Operational
HQ	Land Cruiser	POL 2200	Operational
NIU	Nissan Navara	2108	Operational
PSU	Toyota Double Cabin	POL 2111	Operational
TRF	Motorbike (Aus)	POL 1753	Operational
TRF	Motorbike (Aus)	POL 1754	Operational
HQ	Motorbike (Chinese)	POL 400	Operational
HQ	Motorbike (Chinese)	POL 401	Operational



TRF	Hyundai Escort Car	POL 1228	Not Operational
W/Santoro	New Boat	–	Not Operational

by officers and staff despite operational constraints. Overall, it reflects the continued commitment of the Malampa Provincial Police Command to maintaining law and order, strengthening community engagement, and delivering professional policing services throughout the province.

TORBA (2621) Nil

MALAMPA POLICE COMMAND (2627)

The 2025 Annual Report for the Malampa Provincial Police Command presents an overview of policing operations, administrative performance, and resource management across the province for the period January to November 2025. The report highlights the Command’s operational structure in relation to population coverage, the current human resource capacity, and the status of infrastructure and ongoing development projects. It also reviews logistical support requirements, asset management, and provides an analysis of PIMS statistics and financial performance.

Additionally, the report outlines how policing activities align with the VPF Business Plan goals, and summarizes the major and minor operations conducted during the reporting period, along with official visits and tours. Key operational challenges faced by the Command are identified, followed by recommendations aimed at improving service delivery and operational efficiency. The report also acknowledges significant achievements made

POLICING STRUCTURE VS POPULATION

The Malampa Police Patrol, operating under the Northern Command AO and reporting through the Office of the ACP North and JPOC, is responsible for policing Malekula, Ambrym, Paama, and surrounding offshore islands, including the municipalities of Lakatoro and Norsup. The Command serves a population of approximately 41,506 people across a land area of 2,779 km<sup>2</sup>, with its headquarters located at Lakatoro Police Station and supported by seven police posts, five of which are currently staffed. However, two area councils—North East and South East—are not yet included in the policing structure despite covering larger geographical areas and populations, indicating a need for expanded police posts. The current officer strength remains insufficient to fully meet the policing demands of the population, although the existing structure allows for additional officers to be deployed to fill vacant positions.

POLICE STATIONS & POSTS OVERVIEW

Station/Post	Location	Population	Establishment Strength	Ratio	Current Manning	Posted Strength	Vacancies
Lakatoro PS	Central Malekula	25,000	60	1:962	26	3	31
Wintua PP	SW Bay, Malekula	4,485	4	1:2,243	2	2	-
Craigcove PP	West Ambrym	7,275	5	1:3,638	3	-	2



Nebul PP	North Ambrym	3,700	3	1:3,700	-	-	3
Liro PP	Paama	1,600	4	1:400	3	-	1

Additional proposed posts (2022 Plan): Lamap, S/E Ambrym, Lekan, Orap, Tisman – highlighting need for expanded infrastructure to meet operational requirements.

**HUMAN RESOURCES**

Formal documentation for the 2025 staffing structure has been secured, with the Command committed to delivering quality policing services regardless of officer seniority. Younger officers have taken on some administrative responsibilities, highlighting the need for formal postings and promotions. However, several positions remain vacant, and support from Human Resources is required to advertise and fill these roles.

**CURRENT INFRASTRUCTURE & ONGOING PROJECTS**

Officer performance is closely linked to welfare, highlighting the need for improvements in living and working conditions. Recent donor surveys identified several infrastructure needs, including pending renovations for police quarters and stations. Key issues include limited space, inadequate restroom and kitchen facilities, and the absence of secure fencing for assets at Metemetemat Police Station. The installation of VOIP phones across all stations has also been recommended to improve communication.

**LOGISTICAL SUPPORT & RECOMMENDATIONS**

Station/Post	Vehicles	Boats	Patrol Boats	Quads	Motorbikes	Operational	Non-Operational	Tender Required
Lakatoro	8	1	1	1	3	Veh-5, Boat-2, Motor-2	Veh-3, Quad-1, Motor-1	3
Lamap	0	1	1	0	2	2	-	2
Wintua	0	1	0	0	1	1	-	-
Craigcove	2	0	0	0	1	1	1	1
Nebul	0	1	0	0	0	1	1	-
Paama	0	2	0	0	1	1	1	1

**ASSETS**

Several units face shortages of essential equipment, including computers, printers, and office furniture. There is a need for additional laptops, printers, cameras, solar power systems, and upgraded furniture to support operational and administrative functions.

**PIMS STATISTICS**

From January to November 2025, a total of **1,581 policing activities** were recorded, including patrols, community profiling, investigations, arrests, court attendances, traffic operations, and community awareness programs.



**FINANCIAL REPORT**

Financial Summary (2025)	Amount (VUV)
Total Budget	5,687,734
Expenditure (Jan–Dec 2025)	5,373,944
Remaining Balance	313,790
Revenue Collected	6,729,190

**Key observations:**

Traffic operations continue to be the largest source of revenue for the Command, reflecting the effectiveness of enforcement and compliance initiatives. However, challenges persist in administrative processes, particularly with delays in filing and procurement, which impact operational efficiency and timely resource management.

**POLICING & VPF BUSINESS PLAN GOALS**

In 2025, the Command conducted 20 community awareness programs and carried out 747 patrols, including mobile, beat, and harbor operations. Officers investigated and submitted 221 cases for prosecution and attended 250 incidents, although response times were sometimes affected by the challenges of accessing remote areas.

Efforts to strengthen institutional capacity included registering 835 firearm holders, with 92 renewals, and conducting performance assessments, the recommendations of which were forwarded for approval by Human Resource Management.

Partnerships with stakeholders were maintained through remote patrols during national events and municipal activities, as well as crime prevention awareness programs aimed at engaging communities collaboratively.

In terms of disciplinary management, five officers were formally disciplined, with seven

cases pending, under the active oversight of the Commander of Malampa Province.

**MAJOR & MINOR OPERATIONS**

**OPERATIONS**

- Operation National & Provincial Election
- Operation Traffic
- India Alpha
- PSC Day & Malampa Day
- Firearms Operations (Minor)
- Clearem File (Minor Ops)
- Operation Noel

**VISITS & TOURS**

- Launching of Malekula Municipal Town – Minister of Internal Affairs
- Joint Provincial Government Operation Tour (June)
- Court Circuit Tour to Ambrym
- Launch of Olal Airport, North Ambrym
- Handing Over of New Vehicles and Patrol Boat

**MAJOR CHALLENGES**

The Command continues to face several operational challenges, including outstanding bills for services and products, and costs associated with remand custody and escorts. Infrastructure concerns remain a priority, with issues related to station safety, fencing, and housing requiring attention. Additionally, the absence of VOIP phones and the vulnerability of equipment during power outages highlight the need for improved communication and technological resilience.

**RECOMMENDATIONS**

It is recommended that a corrections facility be established in **Malekula** to improve remand management. Until the facility is operational, a cost-sharing arrangement should be implemented for managing remand custody and escorts. The police structure should be reviewed to formally include the **North East**



and South East area councils, ensuring adequate coverage of these larger areas. Installation of **VOIP phones** is necessary to enable effective communication across all stations. Non-operational and outdated vehicles should be tendered and replaced where necessary. Security at **Metemetemat Police Station** should be enhanced by installing proper fencing. Finally, the **2026 operational budget** should be increased to reflect the real operational needs of the Command.

**ACHIEVEMENTS**

During 2025, the Command successfully advanced several key objectives. **Decentralized policing services** were delivered in line with Goal 1.2, and maintenance of **VPF infrastructure** was achieved under Goal 2.1.1. Operational capacity was strengthened with the acquisition of **one patrol boat, two**

**vehicles, and two motorbikes**, while the **posting of the new OC Prosecution, S/Sgt Solomon Asang**, enhanced leadership in legal operations. The **second CST Program** was rolled out to **South West Bay**, and access to the **Smart Stream payment system** improved administrative efficiency. New technology, including **computers, laptops, printers, and phones**, was deployed to support operations. Officers participated in multiple training programs, covering **Legal Advocacy, Police Executive, Detective Training, Community Policing, Child Interview techniques, and Leadership & Management**. Additionally, the Command represented Malampa in the **VFF Champions League**, securing 4th place.

**PENAMA POLICE (2629)**

**COMMUNITY SAFETY ACTIVITIES**

<b>Responsibility</b>	<b>Activity</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Total</b>
Northern & Southern	Foot Patrol	51	22	19	92
Northern & Southern	Mobile Patrol	25	27	22	74
Northern & Southern	Police Assistance	10	3	4	17
Northern & Southern	Mediation / Round Table	3	2	0	5
Northern & Southern	Crowd Control	3	0	0	3
Northern & Southern	Community Awareness	0	1	4	5
Attending Meetings	Meetings	0	2	1	3
Community Policing	Engagements	0	1	1	2
Cases Completed & Submitted for Prosecution	Criminal Cases	13	13	15	41
Number of Reported Incidents	Incidents	13	13	13	39
Suspects Detained	Detentions	11	2	1	14
Suspects Caution Statement Obtained	Statements	11	2	1	14
Number of Crime Scenes Attended	Crime Scenes	5	2	1	8
Attending Court	Court Attendance	0	1	1	2
Summons Served	Legal Summons	0	15	0	15

**ANALYSIS:**

Foot and mobile patrols continued to serve as the primary method for maintaining a visible police presence. The Command also engaged proactively with the local population through mediation, community awareness initiatives,

and participation in community meetings. In addition, prosecution and legal processes were effectively managed, with **41 cases submitted** and **15 summonses served** during the reporting period.

**MANAGEMENT OF RESOURCES**

Responsibility	Resource	Oct	Nov	Dec	Total
All Command	Strength	24	22	19	–
All Command	Posted Strength	28	28	28	–
Annual Leave	Leave Days	0	2	5	7
Attachment	Assigned Personnel	2	2	2	6
Vehicle Operational	Vehicles	2	2	2	6
Vehicle Non-Operational	Vehicles	1	1	1	3
Boat Operational	Boats	1	1	1	3
Boat Non-Operational	Boats	1	1	1	3
Quad Non-Operational	Quads	1	1	1	3
LPO Committed	Local Police Officers	6	10	2	18
Operations	Conducted	0	1	0	1

## ANALYSIS

Analysis indicates that the Command's strength and posted personnel numbers experienced slight fluctuations due to leave and operational demands. Vehicles, boats, and quads were regularly maintained to ensure operational readiness. Local officers demonstrated consistent commitment, actively supporting both routine operations and special duties as required.

Disaster Response in Collaboration with Other Agencies	Ongoing participation in joint response exercises
Meetings with Community Leaders	Regular attendance and engagement to discuss local safety concerns
Stakeholder & NGO Awareness Programs	Conducted as needed for community safety and outreach

## WORKING IN PARTNERSHIP

Activity	Status / Notes
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Responsibility	Activity	Oct (VT)	Nov (VT)	Dec (VT)	Total (VT)
Northern & Southern	Driving Tests Conducted	64,440	85,920	7,160	157,520
Northern & Southern	Renewal of Firearm Licenses	20,700	10,350	28,800	59,850
Northern & Southern	Police Clearance – Ni-Vanuatu Adult (Normal Fee)	9,000	9,000	3,000	21,000
Northern & Southern	Police Clearance – Ni-Vanuatu Adult (Urgent Fee)	15,000	0	0	15,000

## ANALYSIS

Analysis shows that revenue from **driving tests and firearm licenses** contributed significantly to the station's overall income, while **police clearance services** provided a steady and reliable source of revenue.

## REVENUE COLLECTION

## SUMMARY OF KEY ACTIVITIES

### Community Safety:

During the reporting period, the station conducted **166 patrol operations**, comprising **92 foot patrols** and **74 mobile patrols**. Officers completed and submitted **41 cases for prosecution**, detained **14 suspects** with



caution statements obtained for each, and attended **8 crime scenes**.

**Resource Management:**

A total of 28 officers were consistently posted across the station, with operational assets—including vehicles, boats, and quads—maintained at functional levels. Annual leave, attachments, and special duties were effectively managed, ensuring that core operations continued without disruption.

**Partnerships & Community Engagement:**

The station actively participated in **community meetings**, conducted **stakeholder awareness programs**, and engaged in **disaster response exercises**, demonstrating a strong commitment to community engagement and preparedness.

**Revenue Generation:**

Over a three-month period, the station collected a total of VT 253,870 from driving tests, firearm renewals, and police clearance fees.

**Challenges**

During the reporting period, limited personnel in certain months affected the frequency of patrols and community engagement activities. The presence of non-operational vehicles, boats, and quads reduced mobility in some areas, while a seasonal increase in incidents and community requests placed additional strain on operational resources.

**Recommendations**

To address these challenges, it is recommended to **increase operational patrols** across both northern and southern sectors to enhance police visibility. **Maintenance and replacement of non-operational vehicles, boats, and quads** should be prioritized to improve mobility. Community engagement should be expanded through **awareness**

**programs**, including school outreach and mediation initiatives. Collaboration with **NGOs and government agencies** should be strengthened to enhance disaster preparedness, and ongoing **revenue collection tracking** should continue to support station operations and resource management.

**POLICE DISTRICT SOUTH (2636) Nil**

**CID (2638) Nil**

**TAFEA (2642) Nil**

**SHEFA (2644)**

**Introduction**

This report presents a consolidated overview of the activities and operations of the **Silaiwia, Morua, and Rovobay** sub-police posts. It summarizes operational, administrative, and logistical matters in accordance with mandated policing responsibilities for the **third quarter of 2025**.

**ACTIVITIES IN RELATION TO MANDATED TASKS**

**Vehicle Patrols**

Activity	Number	Total
High Visibility Patrol	285	285
Static Patrol	66	66
Total Mileage	—	—
Area Covered (km)	3,329	3,329

**Police Quad Patrols**



Patrol Type	Number of Activities	Area Covered (km)
High Visibility Patrol	18	57
Community Safety Patrol	–	–

**Foot Patrols**

Patrol Type	Number of Activities	Area Covered (km)
High Visibility Patrol	126	389

**Boat Patrols**

Patrol Type	Number of Activities	Area Covered (km)
High Visibility Patrol	74	199

**Summary of Daily Policing Activities**

Activity	Number Completed
Police Assistance	42
Police Mediation	6
Complaint Statements Obtained	31
Criminal Offenses Committed	39
Witness Statements Obtained	55
Crime Scenes Attended	2
Items Collected from Crime Scene	1
Suspects Arrested	11
Suspects Caution Statements Obtained	36
Suspects Arrested & Detained	6

Suspects Remanded	5
Police Bail Issued	4
Cases Sent to Prosecution	22
Cases Deferred to Other Units/Sections	2
Cases Completed	22
Summons Served	3
Meetings Attended	4
Training/Seminars/Courses Attended	2
Additional Tasks Completed	3
Operations Attended	1
Medical Reports Issued	9
Police Awareness Programs Conducted	18
Community Visitations	13
School Visitations	3
Outstanding Cases Under Investigation	43

**ANALYSIS**

High-visibility patrols continued to serve as the primary method for maintaining public safety. Proactive engagement with the community was supported through awareness programs, mediations, and regular visitations. Legal processes were effectively managed, with **22 cases completed and submitted for prosecution.**

**ADDITIONAL TASKING**

The station carried out the **escort** of a suspect from Epi to Port Vila, conducted cleaning and maintenance of office premises, and participated in the Nabanga Program.

**OTHER SIGNIFICANT ISSUES**

Operational challenges during the period included **limited human resources and logistical constraints**, while **internet connectivity issues** resulted in delays in reporting.

**PERSONNEL STATUS**



Particulars	Number	& Comments
Established Strength	Silaiwia – 11, Rovobay – 10, Morua – 7, Command – 2	
Posted Strength	Silaiwia – 5, Rovobay – 7, Morua – 4, Command – 2	
Attached Personnel	1 – Cpl Bonnie Valia, 2 – Cpl Janeth Tari (Attached to FPU, Vila)	
Interdiction/Suspended	1 – PC Manual Kalontas	
Annual Leave	Sgt Komoa Daniel – 42 days	
Present at Duty Station	Silaiwia – 4, Rovobay – 5, Morua – 2	

**Discipline:**

- PC Manual Kalontas – interdicted at Silaiwia Police Post from January 2025 (status ongoing)

**FLEET AND EQUIPMENT**

**Fleet Status**

Type	Comm and	Silaiwia	Morua	Rovobay
Vehicle	Pol 1306, Pol 1729 (Accident)	Pol 2007	Pol 900	Pol 1634 (Accident)
Quad	–	Pol 1806	–	Pol 2106
Boat	1	1	1	1
Bicycle	–	–	–	–

Motorbike	–	–	–	–
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**Equipment Inventory**

Asset	Comm and	Silaiwia	Morua	Rovobay
Computers	2	2	1	4
Printers	1	2	2	2
Chairs	1	12	4	4
Desks	1	4	2	3
Filing Cabinets	–	2	1	4
Radios (Station/Portable)	–	1 / 3	1 / 4	1 / 1
Torches	–	2	–	3
Cleaning Equipment	–	2	–	–
Cones	–	11	–	–
Roadblock Signs	–	4	–	–
Whiteboards	1	1	–	–
Boat Engines	–	2	2	2
Water Tanks	–	1	1	1

**Situation Report**

During the **third quarter of 2025**, the overall security situation remained calm and stable. Key operational challenges included a **shortage of human resources, limited logistics, and intermittent internet connectivity**, which affected timely reporting and operational efficiency.

**Recommendations**

To address these challenges and strengthen policing capacity, it is recommended to **construct additional police posts** in strategic locations, including **Eratap, Erakor, Teouma, Mele, Blacksands, Bladiniere, Tanoliu, Emae, and Port Quimi**, in alignment with the **VPF**



**Strategic Plan.** Damaged vehicles, including **Pol 1634, Pol 1306, Pol 1729**, and the **Epi Police Boat**, should be repaired. A **dedicated police station for Shefa Patrol** should be established, and the operational structure of Shefa Patrol reviewed and optimized. Posting **PC Annie Dick** to **Port Quimi Police Post** in 2026 is advised, alongside the provision of vehicles to ensure continuity of services. Finally, the installation of **Star link internet service** at **Silaiwia, Morua, and Epi Police Posts** is recommended to improve connectivity and support timely reporting.

## POLICE MARITIME WING (2690)

### Introduction

The **Vanuatu Police Maritime Unit** is responsible for patrolling the **Exclusive Economic Zone (EEZ)** and enforcing laws within Vanuatu's maritime jurisdiction. Since the wreckage of **RVS Takuare at Epi**, the unit's capacity to conduct EEZ patrols, including fisheries enforcement and broader maritime law enforcement, has been significantly affected.

### Human Resources

#### Manning and Personnel

The **Maritime Unit** currently has a total strength of **65 personnel**, distributed as follows: **10 Senior Officers, 16 Senior NCOs, 11 Corporals, 27 Police Constables, and 1 Civilian Staff member**. Personnel are primarily based in **Port Vila (60)**, with a smaller contingent in **Luganville (5)**. The unit comprises **58 male and 7 female officers**. Compared to the **2022 authorized structure of 150 positions**, there are currently **85 vacancies**.

#### Training and Capacity Development

Key personnel from the **Vanuatu Police Maritime Unit** participated in various training programs throughout 2025 to enhance operational and professional capabilities. These included: **Peer Support Officer training**

**(1 participant), Electrical & Engineering Installation at the Pacific Vocational Training Center (1 participant), Pacific Fusion Center training (1 participant), Marine Pollution training in Brisbane (1 participant), Leadership Workshop in Fiji (1 participant), Forum Fishery Agency (FFA) program in the Solomon Islands (2 participants), and Discipline Training at TAFE College, Cairns (6 participants).**

#### Disciplinary Actions

During 2025, the **Vanuatu Police Maritime Unit** managed several disciplinary matters.



**Two warning letters** were issued for lateness and absence, and **two suspensions** were completed on **16 May 2025**. **Corporal Jaison** was absent without leave (AWOL) for eight months, resulting in salary cessation and dismissal in **January 2026**. Additionally, a **driving ban** was imposed on four personnel for PMW vehicle violations, and three personnel were suspended in **October 2025** in relation to the **RVS Takuare incident**.

#### Chinese Boat Training

- Conducted at Mala Base, 6–12 May 2025
- Participants: GD-1, PMW-5, JPOC-2



Community Safety & Security

Objectives

The key objectives of the **Vanuatu Police Maritime Unit (PMW)** are to **decentralize policing services, strengthen the operational capabilities of the Maritime Wing, and enhance coordination** to effectively support the achievement of the **National Security Strategy** goals.

Key Activities & Achievements – 2025

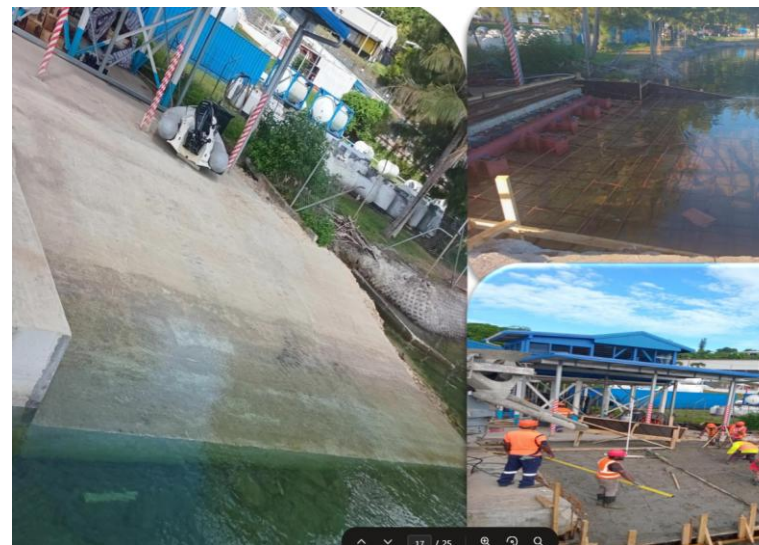
The **Vanuatu Police Maritime Unit (PMW)** made notable progress in operational and infrastructure development during 2025. Land for the **Luganville Police Maritime Jetty** has been identified and is awaiting processing by CSU, a process ongoing for three years. **Mini extensions of existing jetties** are currently underway. **Office space allocations in Port Vila and Luganville** have been achieved or are in progress, while **building maintenance and repairs** in both locations have been partially completed. The unit successfully integrated **four donated vessels into provincial operations**, facilitated the **return of RVS Takuare and RVS Sokomanu**, and completed **training on Chinese-donated vessels**. Additionally, the Maritime Unit continued active participation in **Search & Rescue (SAR) and Humanitarian Assistance & Disaster Relief (HADR)** operations.



Infrastructure & Assets Management

Infrastructure and Assets

During 2025, the **Vanuatu Police Maritime Unit (PMW)** undertook several initiatives to improve infrastructure and asset management. **Maintenance and upgrades** were carried out on residences and offices, including **Seaside Police, Independence Park, and Luganville**, with work either achieved or ongoing. **Starlink and ICT equipment** installations across PMW commands are currently in progress. The unit also completed the **refurbishment of five police accommodations** and provided **new uniforms and ceremonial dress**. Additionally, the **asset registry was updated** and made accessible via the management website, enhancing transparency and operational oversight.



Human Resource & Leadership Development

Performance and Professional Development

In 2025, the **Vanuatu Police Maritime Unit (PMW)** maintained a focus on personnel performance and capacity building. **Commanders conducted ongoing performance assessments** to evaluate and enhance officer effectiveness. Additionally, personnel participated in **workshops on leadership, maritime safety, and operational coordination**, ensuring continued professional development and operational readiness.



Police Maritime Wing (PMW) – Surveillance & Platforms

Maritime Surveillance Systems

The **Vanuatu Police Maritime Unit (PMW)** employs several advanced surveillance systems to monitor the **Exclusive Economic Zone (EEZ)** and enforce maritime laws. These include **SeaVision**, a US-sponsored situational awareness tool; **Starboard Maritime Intelligence**, a global maritime domain awareness system supported by New Zealand and UNODC; and the **Vessel Monitoring System (VMS)**, which provides satellite tracking of commercial fishing vessels.

2025 Operational Highlights

In 2025, these platforms enabled **real-time monitoring of vessels entering and exiting Vanuatu’s EEZ**. Fishing vessel catch reporting recorded a total of **5,099.285 tons** as of 1 April 2025. The systems also facilitated **coordination with regional and international partners**, enhancing efforts to combat **illegal, unreported, and unregulated (IUU) fishing** as well as other maritime crimes.

PMW Fleet

Vessel	Quantity
RVS Takuare	20
RVS Mataweli	5
RVS Sokomanu	18

RVS Saul	5
UNODC Vessels	5
Chinese Donated Boats	4

RVS SOKOMANU - 18



UNODC - 5



RVS TAKUARE - 20





**AFP, and Chinese-donated vessel programs. Training gaps** remained in the certification of **captains and engineers** through the **Vanuatu Maritime College (VMC)** or the **Fiji Maritime Institute**. Infrastructure challenges included **land acquisition in Luganville, renovation of residences at Mala Base, upgrading battery power systems, and expanding facilities to North Efate.**

Community Safety & Security

### Meetings and Collaboration with Government & NGOs

During 2025, the **Vanuatu Police Maritime Unit (PMW)** engaged extensively with government agencies, non-governmental organizations, and international partners to strengthen maritime operations and coordination. Key collaborators included the **Prime Minister's Office (PMO), Health, Ports & Harbor, VMSA, Customs, Immigration, NDMO, VNSA, NSC, Bio-Security, Fishery, Agriculture, Foreign Affairs, VIPUM, SG Tafea, PWD, Electoral Office, ILO, IMO, UNODC, Maritime College, Vanuatu Ferry, Iririki Island Management, Ocean Logistic Ltd, Seaworks, Brunei Company, and Ifira Stevedoring.** The Unit also liaised with **international attachés** from the **UK, USA, New Zealand, France, China, and Japan.** Participation in **regional exercises and training** such as **Operation Op365, Rai Balang, Tui Mona, Island Chief, and Kurukuru** involved all **FFA member countries** and selected partners, including the **Pacific Maritime Security Program (PMSP).**

### Challenges

The PMW faced several operational challenges during the year. **Human resources** constraints included limited manpower and the need for specialized training, particularly for **UNODC,**



Objective	Agreed Activities	Responsibility	Timing	Budget (VT)	Source
Strengthen capability	VPF PMW Increase police presence in communities & EEZ	PMW	Jan–Dec 2026	10M	VPF
Support Commands	Provincial Provide vehicles, bicycles & mobility equipment	PMW	Ongoing	5M	VPF
Manage National Security Intelligence	Anti-terrorism coordination	PMW	Dec 2026	200,000	VPF
Coordinate Law Enforcement & Patrols	Schedule law enforcement activities during RVS Takuare patrols	PMW	Dec 2026	2M	VPF/Donor
Maritime & Border Patrols	Undertake 3 EEZ patrols	PMW	Ongoing 2026	44M	VPF
Internal Patrols & Inspections	Conduct 3 internal patrols	PMW	Ongoing	6M	VPF
Response to offences & disaster management	Timely response & support to NDMO	PMW	Jan–Dec 2026	21M	VPF/Donor
Regional Participation	Security Attend Southern Cross, Kurukuru, FFA, UNODC exercises	PMW	Jan–Dec 2026	12M	VPF & Donor
Diplomatic/Commemorative Participation	Invitation Chief of Navy Australia – 125th Birthday	PMW & VMF	Mar 20–27	4.5M	VPF/DCP

### Institutional Strengthening

The Vanuatu Police Maritime Unit (PMW) aims to strengthen institutional capacity through the development and implementation of the VPF Infrastructure Plan, covering residences, offices, and jetty/workshop construction in

Santo. Goodwill patrols to North and South regions are planned, alongside the establishment of maritime bases in four provinces, including North Efate. The total budget for 2026 is VT 257,000,000, funded through VPF allocations and donor contributions.



Future Focus

Key challenges and focus areas for the upcoming period include:

1. CSU Procurement: Delays in LPO processes and spare parts procurement from overseas suppliers highlight the need to maintain a standing imprest of VT 100,000 to ensure operational continuity.
2. Human Resources & Training: Efforts will focus on increasing manpower and providing continued specialized training for captains and engineers.
3. Infrastructure: Priority projects include land acquisition in Luganville, house renovations at Mala Base, expansion of the northern Efate base, and upgrading battery power systems to support operational readiness.

- Security assistance to communities, schools, and institutions on 11 occasions.
- Support to the Community Police Prosecution Office (CPPO) on 3 occasions.
- Assistance to General Duties during Spotlight operations on 8 occasions.
- Participation in major operations, including Operation India Alpha, Operation Noel, and Airport Robbery Response (4 operations).
- Response to 52 fire incidents, including grass, house, and vehicle fires.
- Other operational support, including evictions and ceremonial events, with 8 ceremonial parades conducted.

The unit managed these activities with a total operational allocation of VT 10 million.

Capability Strengthening

VANUATU MOBILE FORCE (VMF)

Personnel and Establishment

The Vanuatu Mobile Force (VMF) maintains a total establishment of 328 personnel, distributed across its main units as follows: VMF Port Vila – 256, HQ – 23, Infantry Company – 89, Engineers Squadron – 46, and SS Company – 98. The VMF Santo Detachment comprises 72 personnel.



Community Safety and Security

The VMF continued to prioritize proactive policing and community engagement, aiming to reduce crime and enhance public safety across communities and the Exclusive Economic Zone (EEZ). During 2025, the VMF provided:

The VMF continued to strengthen the capabilities of the Vanuatu Police Force (VPF), including the Mobile Force, Police, and Maritime Wing, and provided operational support to provincial commands through vehicles and mobility equipment.

- A total of 23 VMF vehicles were allocated, with 19 operational and 4 under repair, while the Santo detachment operated 4 vehicles.



- Personnel participated in 13 fire training sessions, awareness programs, inspections, and exercises.
- Professional development included one graduate from the Officer Cadet Training (OCT) program and one graduate from Military and Defence Studies, along with two participants in Platoon Commanders Leadership and two in Section Commanders Leadership programs.



- Acquisition and development of land for VMF operations in the Far South, North Detachments, Tanna, and Sola were initiated, with the Acting Commander of Engineers participating in surveys.
- The VPF Infrastructure Plan continued implementation, covering offices, residences, and workshops, including an engineering workshop for leadership training (NZDF-funded).
- ICT capabilities were enhanced with weekly maintenance visits, five computers purchased, and one photocopier installed at VMF HQ.

### National Security and Operational Response

The VMF contributed significantly to national security and disaster response, including:

- Two officers received ADF-sponsored training, with additional opportunities offered for military engineering, WO2/sergeant courses, and instructor programs.
- All vehicles and equipment were funded through DCP allocations and Chinese government contributions.

- Timely response to offenses against persons and property, and support to General Duties on Operation Bauefield Shield.
- Participation in combined tabletop exercises with NDMO and VMF Engineers on Humanitarian Assistance & Disaster Relief (HADR).
- Strengthened first-line response capabilities to natural disasters and other national security threats.

Additionally, planning for the upgrade of the Santo Fire Station included reconnaissance by the Acting Officer Commanding Engineers Squadron and support from the New Zealand Defence Force (NZDF).

### Infrastructure and Asset Management

The VMF focused on infrastructure development and maintenance, aligning with national security requirements:

- Renovations and repairs were conducted at VMF Cook Barracks offices under ADF funding, including one married quarter funded by NZDF.



### Leadership Training in New Caledonia

#### Human Resource Management

Human resource initiatives focused on staffing, training, and personnel development:

- 97 confirmations of appointment were processed.
- Eight direct entries joined the VMF Band and workshop at the Santo Detachment.
- Commanders conducted ongoing performance assessments to monitor officer effectiveness.

#### Community Collaboration and Goodwill Activities

The VMF continued to engage communities through mass crime prevention awareness programs and goodwill patrols:

- Engineers assisted with Malasitapu Church painting during the 2025 Sappers Day and the repainting of Vansec House.

- A VMF band member participated in the Community Safety Team (CST) program led by NCPO.
- Goodwill patrols were conducted in Epi (14–26 September 2025) involving the 51st Regiment, Delta Company, and Infantry Company.

#### Support to Government and International Partnerships

The VMF actively supported government foreign policy initiatives and training partnerships:

- Participation in Southern Cross and KURU training exercises (TBC).
- Appointed foreign mission attachés to coordinate joint activities.
- Collaborated with French firefighters and Vanuatu Fire Service personnel, receiving fire equipment donations from the French government.
- Continuous support from the Australian Defence Force (ADF) provided vehicles and operational assistance for fire services.

In 2025, the Vanuatu Mobile Force successfully enhanced community safety, operational readiness, and institutional capability. Key achievements include the maintenance and upgrade of infrastructure, professional development of personnel, active participation in major operations and disaster response, and strengthened partnerships with both domestic and international agencies. These initiatives collectively support the VPF's strategic priorities and the National Security Strategy of Vanuatu.



### 3. TRADE DISPUTE TRIBUNAL

#### 1. Introduction

The Trade Dispute Tribunal, established under the Trade Disputes Act [Cap 162], is a quasi-judicial body mandated to hear and resolve trade and labour disputes between employers and employees. Through conciliation and adjudication, the Tribunal ensures fair, efficient, and timely resolution of disputes, thereby promoting industrial harmony and economic stability.

This report highlights the Tribunal's performance, achievements, challenges, and outlook for the year ending 31 December 2025.

#### 2. Mandate and Functions

The Tribunal's mandate is broad, encompassing several critical responsibilities. Specifically, it is tasked with:

- Hearing and determining trade disputes
- Facilitating conciliation between disputing parties
- Ensuring fair and timely resolution of labour matters
- Promoting compliance with labour laws
- Supporting industrial peace and stability

#### 3. Human Resource Management

In 2025, the Tribunal made significant strides in strengthening its human resource capacity to enhance operational effectiveness and service delivery. Key developments included:

- **Staff Recruitment:** Two additional Officers were recruited to support administrative and operational

functions, ensuring adequate staffing to manage caseloads.

- **Organizational Structure:** The Judicial Service Commission approved the Tribunal's organizational structure and job descriptions, clarifying roles, responsibilities, and reporting lines.
- **Remuneration Framework:** The Government Remuneration Tribunal approved salary scales for staff, aligning with public sector standards and improving retention.
- **Capacity Building:** Staff participated in training initiatives to enhance skills in case management, conciliation, legal procedures, and administrative efficiency.

These efforts produced notable outcomes:

- Improved workforce capacity and operational efficiency
- Clearly defined roles and responsibilities
- Enhanced staff performance and professionalism
- Strengthened institutional stability and service delivery

#### 4. Key Programmes and Achievements

##### 4.1 Institutional Strengthening and Capacity Building

The Tribunal reinforced its institutional framework through staff recruitment and formal approval of its organizational structure. This resulted in:

- A fully staffed Tribunal with clear organizational roles
- Improved efficiency in handling cases

##### 4.2 Improved Procedural Efficiency and Dispute Resolution

Dispute resolution processes were enhanced by prioritizing conciliation and formal hearings, while also addressing historical case backlogs. Notably, unresolved cases from 2023 were



processed in 2024 and 2025, and employment-related trust funds were recovered and disbursed. Outcomes included:

- Reduced backlog of cases
- Faster dispute resolution
- Financial restitution for affected parties
- Increased public confidence in the Tribunal

### 4.3 Stakeholder Engagement and Tripartite Relations

The Tribunal actively engaged employers, unions, and government representatives through dialogue and consultation. These engagements focused on improving the understanding of labour laws and strengthening dispute resolution capacity. As a result:

- Cooperation among labour stakeholders improved
- Workplace tensions were reduced
- Union representatives enhanced their negotiation and conciliation skills

### 5. Case Statistics and Performance

The Tribunal’s caseload and performance in 2025 are summarized below:

Category	2025
New Cases Filed	13
Cases Carried Forward	6
Cases Resolved	6
Cases Pending	7
Cases Adjudicated	2

### 6. Key Impacts

The Tribunal’s work in 2025 delivered several important impacts:

- Improved access to fair and timely justice
- Reduction in case backlog
- Strengthened labour relations

- Increased resolution through conciliation
- Financial recovery for workers
- Enhanced institutional capacity

### 7. Challenges

Despite progress, the Tribunal faced notable challenges during the year, including:

- Increasing caseload
- Limited resources
- Delays in case referrals
- Limited public awareness
- Operational constraints

### 8. Recommendations

To address these challenges and strengthen future operations, the Tribunal recommends:

- Increasing staffing and resources
- Strengthening digital case management systems
- Enhancing public awareness campaigns
- Continuing staff training and development
- Reviewing relevant legislation where necessary

### 9. Conclusion

In 2025, the Trade Dispute Tribunal made significant progress in strengthening human resource capacity, improving dispute resolution efficiency, and fostering strong stakeholder relationships. The Tribunal remains committed to its mandate under the Trade Disputes Act [Cap 162], ensuring fair, efficient, and accessible justice for all parties while contributing to industrial harmony and economic stability.



## Appendices 2. M&E framework

### Cabinet & Corporate Service Unit | Ministry of Internal Affairs

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expen (VT)	Bal at 30 Sept. 2025 (VT)
<b>Office of the Director General</b>							
<b>Objective 1: To manage Cabinet services, providing coordination of all departments and statutory portfolios under the Ministry.</b>							
1.1. Advice on matters related to the Ministry functions and Com deliberations provided to Political Advisors and the Cabinet support staff of the Ministry (DCO/COM Papers).	Number of COM Papers	20	To date, MOIA has successfully tabled 19 DCO/COM Papers which have COM Decision outcomes for implementation.	95%			
	Number of Department per2 PA		Currently	100%			
1.2 Prompt preparation and review of cabinet officers' contract with communication through SLO, seeking legal advice on OSA issues necessary	Number of Ministerial travel arrangement successfully coordinated	100%	All travel arrangements have been done on time	100%			
1.3 Coordinate Minister's Domestic and International Travel	Percentage of Cabinet Officers' contracts reviewed and prepared within required timeframe	100%	All contracts prepared on time.	100%			
1.4. Develop initiatives to strengthen and uphold the Minister and associated Members of Parliament in support of the mandated role of the Ministry.	Number of briefings with Minister	15	All decisions and outcomes from briefs are shared with relevant department head as action item.	100%			
	Number of meetings with stakeholders	6	Secured GfG Funding Agreement for Decentralization and Regional and Urban Planning.	100%			



**Objective 2: To provide support for the effective administration, budget expenditure support of Cabinet and the Minister's office;**

2.1. Regular Management meetings with Heads of Department with Actions Arising for implementation	Number of executive meeting minutes produced	12	4 meeting conducted.	33%			
2.2 Operations of the Cabinet are run efficiently within the limited budget maintained in collaboration with the Director Generals Office.	Number of financial quarterly reports produced	4	3 Quarterly reports are produced on time.	75%			
2.3. Advise Minister with any financial matters and budget submission	Copy of briefing notes to the Minister	10		100%			

**Objective 3: To progress the implementation of Government policy directives and alignment of the departments activities with the NSDP**

3.1. Development of policy directions and propose implementation measures	Number of Department policy papers, drafted, discussed, and approved for DCO consideration to strengthen management and financial issues	10		100%			
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**Objective 4: Contribute to legislation, policy, planning & reporting frameworks so that Internal Affairs of the state are handled in a professional, consultative manner by all parties;**

4.1. Expedite amendments of regulations & legislations and policies required for the effective operations of the Ministry's Departments & Units	Number of Policy papers drafted	5	National Employment Policy First Draft and Ensure all Agencies have SOPs for improved compliance by end of 2025	100%			
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**Objective 5: To establish & expedite complaint mechanism in which citizens, visitors and investors' concerns are addressed;**

5.1. Liaise department directors to establish/strengthen complaint mechanism	Implementation plans prepared	100%	Complaint mechanism online	100%			
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**Administration and Support Unit**

**Objective 1. To provide leadership direction, administration, coordination and support services across all portfolios of the Ministry, including coordination in responding to natural disaster**



1.1 Regular staff and monthly meetings	Number of Meeting minutes	12	Regular staff meetings are now being conducted every Monday with Heads of Units and staff	100%			
1.2 HR Network and Finance Network implementation of leadership directives, administration, coordination and support services	Number of Meeting minutes	4	Two HR and three Finance Network meetings conducted in Q1, Q2 & Q3	100%			
1.3 Attend DCO meetings with appropriate paperwork DCO Papers, draft Ministry Policy Papers and Briefing Notes as needed	Number of DCO meetings attended	20	20 COM papers developed and tabled in DCO meetings	100%			
1.4 Provide support to provinces on planning, budgeting reporting, recruitment processes, policies, and legislation	Number of trainings conducted	2	HR Unit and M&E Unit conducted trainings in Penama and Sanma Provinces	100%			
1.5 Provide support services (Admin/Security/Cleanliness of the Compound	Ensure effective administration, security and maintenance of compound	100%	All listed actions have been achieved in Q1 and Q 2 and are in progress	75%			

**Human Resource Management Unit**

**Objective 8: Undertake human resources management for the Ministry to progress restructure to ensure staffing, and capacity building for effective and professional service delivery in central and decentralized provincial locations.**

7.1 Coordinate and provide support to the Department structure under MOIA	Number of draft structures.	5	DLA structure- drafted Final consultation with PSC- PSC & DLA work on the amendments  VIS- Draft still in consultation with Heads of Unit  CSU- Draft still in consultation with HoU	50%			
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7.2 Coordinate recruitment within MOIA	Number of recruitments	22	Total vacant budgeted positions (2025): 46  <b>Progress so far:</b> <ul style="list-style-type: none"> <li>• 21 positions filled (permanent, contract, temporary, interns)</li> <li>• 8 positions at final stage (awaiting PSC consideration)</li> <li>• 8 positions at first stage (awaiting DoFT approval).</li> </ul>	95%			
	Number of trainings	10	Completed	100%			
		2	There is an induction in collaboration with VIPAM in the first quarter Second Induction conduct of new staff for CRIM on 15th September 2025.	100%			
7.3 Coordinate SEO and employee performance management	Number of PA's submitted	14	Work objectives and midyear reviewed completed.	50%			
	Number of appraisals submitted		Section A and B for permanent officers submitted	50%			
	Number of awardees	8	<ul style="list-style-type: none"> <li>- 1 shefa</li> <li>- 3 tafea</li> <li>- 1 Penama</li> </ul>	75%			
7.4 Coordinate training and development for staff within MOIA	Percentage of target	50%	Conduct for Area Administrators and Sanma Provincial second officers	50%			
	Number	10	We facilitate 15 training approval to VIPAM	100%			
	Number	3	2 Training conducted- Sanma, Penama and Torba on Performance Management Systems and Chapter 4 of the PSSRM	70%			



7.5 Liaise with Developer to Develop a HR Database	Development of Database	1	Quotation provided by Developer. RFQ developed and submit to developer signed Contract to be signed by DG	60%			
7.6 Coordinate Disciplinary process	Number Ministerial Disciplinary Framework	1	1 Ministerial disciplinary committee framework developed.	100%			
7.7 Coordinate of MOIA employees, salaries, allowances and severance pay	Percentage of processed entitlement	100% of severance processed	Termination, resignation for the first quarter and second quarter are paid.  There are four severances settled.	70%			
<b>Objective 9: To progress the implementation of government policy directives and alignment of the department activities with NSD</b>							
8.1 Establishment of provincial Corporate Services Unit (CSU) and elevation of SG and provincial-based Managers	Provincial CSUs established	100% in 3 provinces	Activity on hold depended on legislative processes.	50%			
<b>Monitoring &amp; Evaluation Unit</b>							
<b>Objective 2. To provide M&amp;E reports as per GOV planning and reporting cycle to promote accountability, transparency and compliance.</b>							
2.1 Timely planning, implementation and reporting of as per government cycle	Percentage of compliance to government cycle	5	In progress, MOIA Q1, Q2 and 2025 Business plan submitted in line with the Government cycle.	80%			
2.2 Development of real-time data and dashboard for monitoring purposes	Enhance monitoring ability and provide timely decision-making at highest level	1	Training delivery with Directors completed and already reporting using this tool since Q1 & Half year report, except we still need to make some cleaning up along the way before it is uploaded.	60%			
2.3 Provincial/Municipal Business plan training delivery	Quality Provincial reports	100%	So far, trainings were conducted in Penama, Sanma, and Malampa. Tafea and Torba are planned for completion before year-end.	70%			



	Quality Municipal reports	2	So far completed Luganville and Port Vila partly	50%			
2.4 Review of Business Plan for all MoIA agencies	Quality reports	6	Yet to commence	0			
2.5 Review of MoIA Corporate Plan	Update MoIA Corporate Plan 2026 - 2030	3	Completed	100%			
		1	The responsibility has been shifted to EO	40%			
		1	In progress	40%			
<b>Media Section</b>							
Prepare monthly press release and conference	# of media press release	4	Provide clarification on the issue of Diplomatic passports	60%			
	# of press conference	1	Strengthening bilateral agreements with international partners				
Attend workshops, meetings, conference to gather information for PR preparation	# of meetings attended	50	Collect accurate information use in PR which leads to no misinformation	62%			
Coordinate and prepare radio programs – 30 Min Radio program & 1hr Talkback Show	# of aired 30 Min Radio program	6	A draft communication strategy has been developed waiting for review	30%			
	#of aired 1hr Talkback show	3		25%			
Regularly update the MOIA website	Percentage	80%	Keep both internal and external audiences update through website newsletter	70%			



Utilize social media to publish work of MOIA making information accessible working with RTI Units	# of social media post – MOIA FB page  # of shared post from other MOIA Agencies	75  99	Publish the work of each MOIA agencies through signing of MOU to strengthen partnership with other government agencies  Help to share information across national and provincial level to reach as much audience	85%  80%			
<b>ICT Help Desk</b>							
Provide End point Assessments on Sanma Province, agencies and Area Council	Provides prompt and professional ICT support to Sanma province, MOIA agencies and Area Council	100%	<ul style="list-style-type: none"> <li>Help provide support to MOIA staffs (AA, Province).</li> <li>Install and Configure New End Points.</li> </ul>	80%			
Network Installation & Maintenance	Ensure reliable and secure network connectivity, Install Stand Alone Server. Develop a plan to separate immigration, CRIM and VEO network.	25	<ul style="list-style-type: none"> <li>Installed and maintained network infrastructure across multiple areas (Provinces &amp; Area Council)</li> <li>Support with configuration on End-Point</li> </ul>	15			
Assist to Develop & Maintain Ministry and Agencies' Intranet and Internet Websites	Percentage of providing user support	100%	<ul style="list-style-type: none"> <li>Assist in developing and maintaining ministry and agency websites/database by designing, updating content, ensuring security, optimizing performance &amp; managing servers.</li> </ul>	50%			
Provide Training support to Users.	Providing timely support and targeted training to Sanma province staff and AA	12	<ul style="list-style-type: none"> <li>Delivered training (AA/province) sessions and provided updated user guides for key systems &amp; provide access to specific system.</li> </ul>	83%			



Assist with ICT Set Up for Meetings	To ensure smooth and effective operation of ICT tools and equipment during meetings, conferences, and official events.	12	<ul style="list-style-type: none"> <li>Ensured 100% on-time setup of ICT equipment before scheduled meetings.</li> </ul>	50%			
<b>Finance unit</b>							
Assets register up to date & compliance with PFEM & GCT Acts.	Updated Assets registry	1	MOIA Asset Database developed and access were given to all MOIA Finance Officers	100%			
Submission of 2026 MOIA budgets into VBMS	MOIA 2026 budget were loaded into VBMS	9	Completed	100%			
Provide financial reports with underspends, overspends. Expenditure and revenue analysis.	Enhancing financial management in the respective agencies.	4	Adequate financial reports were provided to the various agencies. Usually provided during the Executive meeting	75%			
Approved annual Business plan with budget estimates.	Budget alignment with the plannings component.	1	Year 2025 Business plan were developed.	100%			
Provide advise and assist MOIA Finance officers with their finances.	Ensuring financial issues and directives were rectified.	9	Copy of advises	66%			
<b>Internal Audit Unit</b>							
Submit internal audit reports	Number of audit engagement reports	6	<b>7 Engagements conducted by IAU</b> <ul style="list-style-type: none"> <li>Tafea province and 4 Area Councils: Spot Check Report issued on 7<sup>th</sup> March 2025</li> <li>LTMC: Spot check Report issued on 13<sup>th</sup> March 2025</li> </ul>	100%			



			<ul style="list-style-type: none"> <li>- Shefa province and 8 Area Councils: Spot Check Fieldwork conducted. Report issued on 15<sup>th</sup> May 2025</li> <li>- Penama Province Spot Check report issued on 14<sup>th</sup> July 2025.</li> <li>- LMC Spot Check report issued on 8<sup>th</sup> September 2025</li> <li>- Sanma &amp; Malampa Province, report is yet to be issued.</li> </ul> <p><b><u>investigation conducted</u></b> 5 x Investigations</p> <p><b><u>1 engagement conducted by third party</u></b></p> <ul style="list-style-type: none"> <li>- UNDP Spot Check into VEEP: Report issued on 20th January 2025</li> </ul>			
Establish an internal audit committee	Number of committees established	1	Approval granted to use MFEM RAC	100%		
	Number of committee members	3				



Coordinate risk and audit committee meetings	Number of committee meeting	4	1 x meeting in Q4	75%		
Restructure and expand audit unit	Number of new/ revised approved JDs	3	3 x JDs drafted and submitted to HR unit Assistant Internal Audit Officer employment contract approved by PSC to begin on 1st September 2025.	100%		
Increase unit budget	Percentage of increase	25%	2025 budget reprioritization increases unit funding element to VT 4.6 million.  Significant increase in 2026 budget to VT 12,921,432.	100%		
Establish an effective and secure audit management system.	Number of software	1	MOU signed in July 2025.  Installation in November. Activity Due date extended to December.	50%		

NB: Remaining funds in Unit’s budget will cater for Teammate System and all associated costs related with the system, approximated to VT 2.4 million. Expectation for system to be installed by November 2025.

**Compliance Unit**

**Objective 6: Provide M & E reports to DG on legislation drafting & approvals, policy & planning implementation;**

4.1 Coordinate department legislative, Regulation orders & amendment for DG upon request by departments according to needs analysis	Number of legislations, policy reports produced.	8	11 Legislative Documents 38% Above target	100%		
4.2 Assist in drafting and review policy papers	Number of policy papers produced	20	17 policy papers produced	85%		



4.3 Review the MOIA Corporate Plan	Number of reviews completed	1	In progress	100%			
4.4 Review the MOIA Strategy	Number of strategy reviews conducted	1		0			
4.5 Development of new policy initiatives per sector or as demanded	Percentage sector-specific policy initiatives developed	10	Completed	100%			
4.6 Review Ministry's Legislation	Number of legislative reviews undertaken	4		0			
4.7 Draft legal advice for Minister and key stakeholders	Number of legal advisories provided	5	Achieved above target with 10 Requests for Advice sought with responses.	100%			
4.8 Develop Annual Legislative Plan for 2026	Number of legislative plans developed	1					
4.9 Monitor and implement Annual Legislative Plan for 2025	Implementation progress	100%	Completed	100%			
4.10 Develop new legislation and review outdated and important regulations and orders	Number of legislative and regulatory reviews completed	2		60%			
<b>Objective 7. Undertake NGO coordination for consultative partnerships and initiatives in civil society;</b>							
5.1 Meetings with stakeholders to track progress of VANGO initiatives to progress NGO related policy	Percentage of NGO registration	100%	Dependent on number of NGOs that come forward to be registered given the duality of registration functions with primary registration being done at VFSC.	100%			
	Number of NGO database	1	This is a work in progress given the duality in the role of registering NGOs which sits primarily with the VFSC.	0			



	Number of expatriates per NGO	5		100%			
	Number of induction meetings minutes	2		0			
5.2 Register NGOs and update the NGO database	Percentage of NGOs registered	100%		100%			
5.3 Conduct NGO meetings & consultations	Number of meetings held	3		100%			
5.4 Coordinate visa support screening committee	Number of screenings for development support visa	4		100%			
	Number of screenings for religious worker vis	4		100%			
	Number of awareness conducted			100%			
	Number of inspections conducted	2		100%			
<b>Project Management Unit</b>							
<b>Objective 10: To ensure effective harmonization, planning, design, resourcing, implementation, monitoring, reporting, auditing for MOIA projects.</b>							
10.1 Develop, manage, and coordinate projects under MOIA	Database created	1	Data base created with few new projects to added. The data base is continuously updated	1			
	Effective project implementation	100%	Most of the major projects are progressing well while others have some critical issues to be dealt with (see project list for updates	60%			



	Number of meetings attended/organized	12	I have attended meetings with ADB project team and UNDP project team and other stake holders such as Vanuatu Police, Labour team and others	83%			
	Number of project proposals developed and submitted to donor/sector stakeholders	1	Develop one for Dept of Labour.	1			
10.2 Visit project site	Number of project sites visited	6	Visited projects sites including Korman, Fresh wota Seaside and Port Vila central Polic Station	66%			
10.3 Organize capacity building for Project officers and finance officers	Number of trainings organized	2	None	0			
10.4 Produce Reports	Number of Reports produced	4	Produced One Project report	25%			
10.5 Monitor project activities							
10.6 Establishment of Project Management Unit	Draft concept notes for MOIA project management Unit	1	currently working on a draft. Will share with the HR team for their inputs	0			
<b>Other Activities</b>							
Joint Operation	Joint Operation by key agencies for compliance led by the Vanuatu Police Force.	1	Spot checks and compliance on firearms, work permits, visas, armorial bearings, health and safety conditions and expired goods.	100%			
<b>Total Operating Expenses (VUV)</b>						134,360,100	148,304,753 (13,944,653)



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

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expend (VT)	Bal at 30 Sept 2025 (VT)
<b>Office Of the Director</b>							
<b>OBJECTIVE 1: Develop and support implementation of the relevant legislative frameworks, policies, and strategies in Decentralization</b>							
The legislative reviews of [CAP 230] and [CAP 207] are completed and submitted to the OAG	Review and amend Decentralization Act [CAP 230] and Produce Cess Act [CAP 207]	3	Gaps identified for both Acts and drafting instructions for Decentralization Act with feedback to OAG queries and comments submitted to OAG. Produce CESS Act under consultation	80%			
Two Community Development Concepts developed	Research and develop TWO Community Development Concepts for Area Councils	2	Research underway	70%			
<b>OBJECTIVE 2: Improve service delivery through undertaking and implementing restructures</b>							
New Departmental Structure approved by OPSC	Develop and submit the new Departmental Structure for approval by the Office of the Public Service Commission (OPSC).	1	Structure Submitted to OPSC for Review	80%			
<b>OBJECTIVE 3: Undertake capacity building &amp; strengthening of human resource to improve service delivery, especially in the provinces and Area Councils</b>							
Report of the outcome of the Induction	Organize and conduct the induction program for Provincial Councilors in Penama Province, Malampa Province, Shefa Province, Tafea Province and Torba Province.	4	Induction for Councilors for the Shefa PGC done. Tafea and Penama Councilors to be done in November	30%			
<b>OBJECTIVE 4: Support Disaster Planning and Response</b>							
SOP developed, approved, and distributed to all staff	Develop a Standard Operating Procedure (SOP) for staff operations during disasters, ensuring clear	1	Currently under development	40%			



	guidelines and efficient response					
Provincial SOP developed, approved, and distributed to all staff	Support Provinces to develop their Standard Operating Procedures (SOP) for Provincial Staff operations during disasters, ensuring clear guidelines and efficient response	1	Currently liaising with NDMO for the development of the SOP	40%		
<b>OBJECTIVE 5: Improve service delivery and organizational capacity through timely planning, budget, reporting and administration of the Department</b>						
Minutes of the meeting documented, and action items developed	Organize and conduct a meeting with the Heads of Units (HOU) to discuss key issues, progress, and ways forward.	1	Done	100%		
Report of percentage of savings successfully allocated and utilized to implement the grant facility.	Allocate and use savings to establish and implement the Rural Development Grant Facility	1	Ongoing	80%		
Progress update report presented to Councils	Complete the groundwork for the re-establishment of the Local Authorities Association of Vanuatu (LAAV)	1	Negotiation with Province and stakeholders underway	60%		
Report on Training of Trainers (TOT) on Local Elected Leaders Training	Training of Trainers Trained to run LEL Training to Elected Officials	1	Inhouse Training of staff done and First training of the LEL was held with Shefa Councilors	70%		
Staff training needs, identified, and a training plan developed to address skill gaps	Identify training needs for staff to enhance skills and improve performance across the department	1	Training needs identified	50%		
Resolutions from the LA Forum documented, with action plans for implementation.	Organize the Local Authorities Forum to facilitate discussions, share knowledge, and address key issues within local governance.	1	This Activity has been cancelled due to financial pressure of the Tafea PGC (Host) and other external factors.	0%		
Investment options paper for Bukura Land developed and submitted for review and	Engage an investment expert to develop a comprehensive investment paper for Bukura.	1	Should be completed before end of this year	5%		



approval						
Report of each Visit	Directors Visit to the Provinces/Area Councils	3	Visited Malampa, Sanma and Tafea	80%		
Implement Staff Awards and Rewards Programs	Employee of the Month Awards/Quarterly. Office Events	12	Awarded One Area Administrator per Province - awards to be received during the OPSC Day	70%		
<b>OBJECTIVE 5: Improve service delivery and organizational capacity through timely planning, budget, reporting and administration of the Department</b>						
Establish History Wall of DLA	Build a History Wall covering the history of the department administering local governments	1	Design completed to be carried out in the next quarter	40%		
Stakeholder Engagement formalized with partners to support DLA Activities	Memorandum of Agreements/LoA's/Meetings with partners to support DLA initiatives			0.2%		
<b>ADMINISTRATION</b>						
<b>OBJECTIVE 5: Improve service delivery and organizational capacity through timely planning, budget, reporting and administration of the Department</b>						
Report of updated DLA Asset Registry	Consistent and timely completion of the DLA Assets purchasing form	1	Ongoing data collection and data entry to be completed by the end of this year	50%		
	Conduct stock-take of existing DLA assets to ensure accuracy and update records.	1	Ongoing	70%		
Completion of New DLA Farea and Kitchen	Plan and coordinate the following steps for the project: * obtain building design and collect quotations: *Acquire permit from PVCC: * Submit a detailed report to the director and Deputy Directors Office: *Commencement of building of the new kitchen & Farea.	1	Materials procured awaiting contractor	5%		
Logbook with records of trips with properly filled-out driver logs, including start/end times, mileage, fuel	Driver to manually record trip details, including start and end times, mileage, fuel usage, and any incidents, for each trip.	1	Ongoing	50%		



use, and incidents.						
GPS record of the vehicle run to confirm the logbook entries.	Monthly Reports generated to compile monthly records of the Vehicle Runs.	12	Ongoing	60%		
Record of vehicle servicing, Cleanliness and maintenance of vehicle is consistent	Schedule and perform regular vehicle servicing and ensure routine cleaning and maintenance.	1	Ongoing	60%		
Report of Completion of office maintenance, renovations, and improvements within the planned timeframe and budget	Plan and oversee office maintenance, renovations, and improvements, ensuring timely completion.	1	Ongoing	60%		
Regular maintenance of the water fountain and greenhouse, contributing to ongoing beautification with new flowers.	Regularly maintain the water fountain and plant new flowers in the greenhouse as part of ongoing upkeep	1	Ongoing	1		
DLA Yearly Calendar is completed and shared on time to all DLA staff, with all key dates and events included.	Develop and maintain the DLA Yearly Calendar to outline all public holidays, important events, meetings, and other activities.	1	Completed and distributed to all DLA staff including Provincial staff and Aas	100%		
Successful establishment of the DLA outdoor calendar holder, with timely updates and accurate display of upcoming or important events	Facilitate the establishment of DLA outdoor calendar holder to display and update information on upcoming or important events	1	Almost complete for display to public	100%		
Contact details for Provincial, Area Council,	Update and share updated contact details of Provincial, Area Council & DLA with all	1	Completed and distributed to any interested stakeholder	100%		



and DLA are updated and shared with staff and stakeholders on time	DLA staff and stakeholders.					
Establish a Suggestion Box	Install a Suggestion Box in the Reception Area	1	To be completed soon	80%		
Provincial Profiles updated and accurate information about the ACs is provided to interested personnel	Work with the Planning Unit to update the Provincial Profiles and ensure accurate information about the Area Councils (ACs) is available to interested personnel	1	Contact details for 85% of staff updated, remaining to be verified	90%		
Area Profiles developed	Work with Planning Unit to develop Area Council Profiles	71	Work in progress to gather information of all 71 Acs and will be uploaded to Website	40%		
Submission of a report on the completion and outcomes of the office management and filing training for AAs in Sanma and Malampa.	Organize and conduct office management, customer care and Office Filing Training sessions for AAs in Sanma and Malampa.	2	Completed the training for Sanma	50%		
Completion of driver's training and receipt of the Protocol Driving Certificate.	Arrange the driver's training with the Foreign Affairs Protocol officer and obtain the Protocol Driving Certificate.	1	Awaiting foreign Affairs confirmation	10%		
Training attendance records, feedback forms, and photos or documentation of the Agricultural Home Gardening Training and Team Building Exercise	Plan and organize Agricultural Home Gardening Training along as part with a Team Building Exercise.	1	To be completed in August	100%		
Scanned document files and a log or index showing the proper filing order (chronological or as specified).	Scan and organize documents, filing them in chronological order or any other specified order as required	1	Ongoing	60%		



Excel file containing the compiled list of submitted appraisals for each quarter, with accurate and up-to-date entries.	Compile an Excel list of submitted appraisals for each quarter, ensuring all details are accurately recorded	1	Quarter 1 and quarter 2 appraisals completed and submitted to MoIA HRM	80%			
Set up of an Information Hub for Customer Information	Establish and install information hub for public information	1	Completed	100%			
<b>DECENTRALIZATION UNIT</b>							
<b>OBJECTIVE 1: Develop and support implementation of the relevant legislative frameworks, policies, and strategies in Decentralization</b>							
DWC Meeting minutes and Meeting Resolutions	Facilitate DWC meetings to advanced agreed decentralization objectives	4	No DWC meeting conducted this quarter due to unclear direction on sub-national structure	20%			
	Implement the DWC Resolutions	4		30%			
Best Governance and Service delivery model developed	Organize collective travel for staff to learn from other countries through visits, workshops, and exchanges. This is to help develop a proposed model to support service delivery	2	This activity has been removed from the Business Plan following the orders made by the Prime Minister to cease all overseas travel	0%			
Drafting instructions document submitted to the Office of the Attorney General	Conduct in-house workshop to identify gaps in the Produce Cess Act (CAP 207) and Decentralization Act (CAP 230) and propose required amendments.	1	Gaps identified for both Acts and drafting instructions for Decentralization Act with feedback to OAG queries and comments submitted to OAG. Produce CESS Act under consultation	100%			
COM Decision	Draft COM paper for the Produce CESS Act (CAP 207) and Decentralization Act (CAP 230)	2		50%			
A report listing the by-laws from each province	Collaborate with provinces to identify and document the by-laws of each province and developing a Bylaw Database	1	Provincial By-laws submitted for gazettal: <ul style="list-style-type: none"> <li>• Tafea: 2 by-laws</li> <li>• Sanma: 2 by-laws</li> <li>• Torba: 9 by-laws</li> </ul> Provincial by-laws submitted	80%			
Copies of draft by-laws	Assist provinces in developing and facilitating the creation of their by-laws.	TBC		90%			



			for OAG review: • Shefa: 9 by-laws • Torba 13 by-laws			
Copy of Decentralization Policy Paper	Develop Decentralization Report	1	Consultation ongoing within the provinces	50%		
<b>OBJECTIVE 5: Improve service delivery and organizational capacity through timely planning, budget, reporting and administration of the Department</b>						
The Department's website is regularly updated with accurate content	Manage and update the Department's website, ensuring content is current and accessible	100%		60%		
Feedback of the consultation documented	Conduct consultations with Provincial staff on the draft Staff regulations & Standing Order and Area Council Listing in the provinces	6	Area Council Members: Shefa, Tafea and Sanma Area Council members have been submitted for Gazettal. The staff regulation has been drafted and submitted to SG for Provincial feedback and is currently being finalized	80%		
Reports generated from the audit and way forwards developed.	Conduct performance audits of staff in the provinces to evaluate and improve efficiency and effectiveness	3	Ongoing collaborative visits to the Acs and Provinces by the Director and different Unit staff of the Department	50%		
New Project Proposal (NPP) developed and submitted for additional funding, with approval or feedback received	Develop a New Project Proposal (NPP) to request additional funding for new Department's initiatives.	1	NPP for Malampa Provincial Head Quarter building according to the Plan of relocating the Provincial HQ to Lamap	100%		
<b>REGIONAL DEVELOPMENT PLANNING UNIT</b>						
<b>OBJECTIVE 3: Undertake capacity building &amp; strengthening of human resource to improve service delivery, especially in the provinces and Area Councils</b>						
Training attendance records, completed evaluation forms, and updated Area Council Plans reflecting the training outcomes	Project Proposal training for the Planners and Area Administrators	1	2 Project proposal trainings conducted to planners and Area Administrators. One was facilitated by the University of the South Pacific, and the other was facilitated by the Department of Climate	100%		



		Change				
<b>OBJECTIVE 5: Improve service delivery and organizational capacity through timely planning, budget, reporting and administration of the Department</b>						
Updated Donor Directory and confirmation of distribution to Provinces and Area Councils	Meet with in-country donor partners to gather updated funding information, research online funding agencies, and update and share the Donor Directory with all Provinces and Area Councils	1	Forms compiled and submitted to Provinces and Area Councils	100%		
Completion of revised Community Profiling template and successful digitization of data collection through the new app	Revise the Community Profiling questions and template and digitize data collection using a new app developed in collaboration with VCAP2 and Gov4Res.	80%	Begin the collation of key sectoral inputs to be inserted into the Community Profiling template and discussions with Gov4Res and VCAP 2 on how the Digitization should look like.	70%		
Copies of reviewed and updated Provincial and Area Council Business Plans	Review and update Provincial and Area Council Business Plans mid-year to track progress and make necessary adjustments	77	Not all Area Councils and Provincial Council plans were required to be reviewed	60%		
Provincial Plans for Penama and Torba developed and endorsed by the respective Provincial Councils	Assist in developing the Provincial Plans for Penama and Torba, ensuring alignment with National Sustainable Development Plan (NSDP) and Area Council priorities	2	Penama Provincial Plan completed and ready for endorsement during the upcoming PPGC sitting in July	70%		
Number of project proposals successfully submitted and approved for funding by the end of 2025	Develop and submit project proposals to obtain funding for targeted community initiatives	6	Ongoing depending on the projects requested by the Acs	50%		
Area Council land boundaries surveyed and documented	Work with the Survey team and Provincial Planners to survey Area Council land boundaries	6	Started with negotiating with the South Santo 2 and West Ambrym land owners	40%		
Resolutions from the Area Administrators Forum documented, and action plans developed for	Organize the Area Administrators Forum to facilitate discussion, training, and collaboration and come up with resolutions among Area Council	1	Completed	100%		



implementation	administrator						
Report of all projects implemented at the Area Councils	Participate in the procurement processes of the Area Council projects	90%	ongoing	80%			
<b>REGIONALISATION</b>							
<b>OBJECTIVE 1: Develop and support implementation of the relevant legislative frameworks, policies, and strategies in Decentralization</b>							
Regionalization Policy developed and in place by the end of Q1	Support the development of the Regionalization and Regional Planning Framework	1	Ongoing consultation and meetings with GFG consultant on how the policy will look like	0.3			
<b>OBJECTIVE 3: Undertake capacity building &amp; strengthening of human resource to improve service delivery, especially in the provinces and Area Councils</b>							
Report of the training outcome and strategic directions moving forward	Capacity building for the DLA Planning team and Provincial Planners on Regionalization to ensure they are better prepared to plan and support regional development	1	On field training will be conducted during the collection of data on the specific proposed hub sites	0.1			
Steps for declaring a Regional Hub developed, documented, and approved for implementation	Develop a step-by-step process for declaring a Regional Hub, including criteria, procedures, and approval requirements.	1	Should be completed in July awaiting wider consultation between DLA, DUAP and Consultants	50%			
Percentage of proposed hub sites with completed data collection and mapping	Data collection and Mapping of the Proposed Hub Sites in preparation to the development of Regional Growth Plans	6	Data collection template developed and first data collection and mapping will be carried out in the 3 Area Councils of Tanna (South Tanna, South East Tanna and Central Tanna) by the end of this month (July)	60%			
Checklist template created and used to track the status of proposed Regional Hub sites.	Create and use a checklist template to track the status of proposed Regional Hub sites.	1		100%			
<b>FINANCE UNIT</b>							
<b>OBJECTIVE 5: Improve service delivery and organizational capacity through timely planning, budget, reporting and administration of the Department</b>							
Copies of LPOs towards the	Facilitate the payments on behalf of the	1	All Provincial councils have	100%			



LAs	LA's contributions		contributed 1 million to Port Vila City Council.			
Copies of LPOs (expenditure summary report) committed towards the workplans, assets, bills etc.	Process payments for bills, workplans, NPPs, assets, etc.	1	No monthly expenditure summary reports were produced. However, quarterly reports were prepared instead.	50%		
Financial report of Area Council's budget	Prepare the annual financial report detailing the use of Area Council budgets.	1	LPO reports of financial spending for each AC available	50%		
Extracted live smart stream data / report on warrant balances.	Provide monthly updates on warrant balances for the cost centers to Director and all Heads of Sections.	12	Warrant updates are extracted from Smart stream at the end of each month and distributed to Unit Heads via email.	60%		
Records of scanned copies	Scan LPOs and source documents for record-keeping and easy retrieval	300	LPOs are scanned every time a payment is made	55%		
<b>Trainings/Capacity Building Activities</b>						
Attendance records, feedback forms, and a summary report of the training	Organize and deliver training on Procurement, Audit Management, Asset Management, and Filing.	3	Training Done for Area Administrators for Torba and Sanma	67%		
<b>Audit Activities</b>						
Reports of Internal audits conducted.	Conduct surprise internal audits in the Provinces & Area Councils	30	Spot Check done for: Tafea PGC, West Tanna AC, SW Tanna AC, North Tanna AC, Central Tanna AC, Shefa PGC, Pango AC, Ifira AC, Mele AC, Tanvasoko AC, Erakor AC, Eratap AC, East Efate AC, North Efate AC	60%		
Copy of system manual developed. NB. Compliance/Financial Audit	Develop a System Manual for Compliance/Financial Audit	2	Smart stream manual and Xero are currently on draft 1 and pending.	20%		
Copies of management letters issued to the CA firms & NAO	Assist the Accountants to draft responses and implement the measures recommended by the CA firms & NAO	6	All provincial financial statements have been sent to the Office of the Auditor General. A reminder has also been issued to all Provincial	60%		



			Accountants to maintain communication with their respective external auditors, respond to the management letters, and comply with the recommendations provided.				
Lists of discrepancies addressed	Liaise with the MOIA internal Auditor and MFEM to improve DLA Finances	1	Collaboration is ongoing with the Ministry of Internal Affairs (MoIA) internal audit team to carry out spot checks across the provinces and selected Area Councils.	60%			
<b>Budget Activities</b>							
VBMS reports of 2026 budget.	Input of 2026 recurrent estimates, budget narratives, supplementary budget and NPPs into VBMS.	77	The input of VBMS has been completed for operations and payroll under Chapter Head 240, covering the following activities: MICC, MICE, MICH, and MICI. Additionally, a New Policy Proposal (NPP) for building infrastructure was submitted, along with the resubmission of the institutional strengthening NPP	100%			
Copies of LA's budget sign-off by the MOIA Minister	Facilitate LAs 2026 budget presentations before Minister's endorsement	6		0			
<b>Project Activities</b>							
Copies of PO (Purchase Orders) committed towards these Projects.	Facilitate the procurement processes of these projects where necessary	3		50%			
Project Financial Report presented to the Director/DG MoIA	Compile Project Financial Report and submit to the Director DLA and DG MoIA	4		50%			
<b>Total Operating Expenses (VUV)</b>					507,975,389	460,356,687	47,618,702



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

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expen (VT)	Bal at 30 Sept 2025 (VT)
<b>Corporate Service &amp; Administration Unit</b>							
<b>Objective 1. To provide technical advice and assistance to the Ministry of Internal Affairs and the three (3) municipalities in development planning, financial operations and management, procurement, audit and reporting;</b>							
1.1 Develop new planning and Foreshore policies, legislations, Regulations and Planning guidelines. Including amendments on the current legislations.	Completed legislative review of CAP.90	2	Completed legislative review of CAP.90	100%			
	Organize consultation with stakeholders	2	Stakeholders consulted	100%			
	Submit drafting instructions for legislative changes of the Foreshore Development Act (CAP.90) to the Office of the Attorney General (OAG) for review by the end of July 2025	2	Drafting instruction Completed for CAP. 90 drafted submitted to OAG.	100%			
	Develop COM Paper for CAP.126	2	COM Paper endorsed by COM	100%			
	Submit drafting instructions for legislative changes of the Municipalities Act (CAP. 126) to the Office of the Attorney General (OAG) for review by the end of July 2025	2	Drafting instruction for CAP 126) drafted and submit to OAG	100%			
1.2 Support the municipalities in their	Completed submission	1	Submitted to Audi Office. Await Audit firm to respond	100%			



annual audits including develop strategies to address weakness identified	Municipal Councils to submit the draft	1	Submissions went directly to the audit firm appointed for audit for each municipal council	100%		
	Submitted payments to auditor firm (AJC)	1	Payment submitted to AJC	100%		
	Submit audit Plan to the office of Director	1	Report completed and submitted to appointed auditors for each municipality	100%		
	LPOs committed for logistics payment	1	Completed payment for PVCC and LMC but LTMC yet to completed 50%	90%		
	Submit Audit reports	1	LMC submit 2020 reports LTMC submit 2020 to 2022 reports PVCC submit 2023 reports  Await Audit Firm to respond	100%		
	Internal report	1	1) Spot check done on Lenakel Town Clerk on the 10th to 22nd of March 2025 (2) sport check done on LMC on June 2025 (3) Internal Report provided to the Director's Office	100%		
1.3 Develop and support business plan, quarterly, six- monthly and annual reports	Prepare and submit monthly, quarterly and six- monthly report to the office of the director	1	Completed 1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> and 4 <sup>th</sup> Quarter Reports for 2025	100%		
	Prepare and submit reports to Senior Executive and Office of the Director General	1	Completed 1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> and 4 <sup>th</sup> Quarter Reports for 2025 and submit to the Office of the Director General	100%		
	Completed review meeting for Business plan 2025	1	Completed review of 2025 Business Plan	100%		
	Completed develop draft Business Plan for 2026	1	Completed develop Business Plan for 2026	100%		
	Completed Budget Narrative for 2026	1	Completed Budget Narrative for 2026	100%		



	Submitted 2026 budget to VBMS	1	Completed 2026 Budget submission	100%		
	Minutes of DCO and MBC meetings share with the office of DG	1	Attend DCO on behalf of DG	100%		
	Develop 2026 Budget in consultation with EA and SA	1	Completed 2026 Budget submission	100%		
	Develop 2026 Business Plan	1	Completed 2026 Business Plan	100%		
	Staff received Increments	1	Increase in Renumeration determination	100%		
1.4 Recruit, train, and coordinate training and equip personnel in the Department and the three (3) Municipalities in order to enable improvement in service delivery in municipalities.	Completed Town Clerk LMC induction	2	Completed induction for LMC Town Clerk	100%		
	Completed Training on GIP proposal	2	21 GIPs endorsed by NRC and DESSPAC	100%		
	Completed Luganville Councilor's inductions	2	Completed induction for Luganville Councilor's inductions	100%		
1.5 Effective operation and management of DUAP Office reported in Quarterly report (Q1, Q3)	Completed quarterly reports	2	Completed 1 <sup>st</sup> , 2 <sup>nd</sup> and 3 <sup>rd</sup> Quarter Report for 2025	100%		
1.6 Produce DUAP half yearly report x1 supported by ICT based verifiable data	Completed quarterly reports	100%	Completed 1 <sup>st</sup> , 2 <sup>nd</sup> and 3 <sup>rd</sup> Quarter Report for 2025	100%		
	Completed village registration	100%	Completed verification of data, hence awaiting date off of launching	100%		
<b>Objective 2. To enable partnerships for urban centers development (provincial, municipal &amp; mini township)</b>						
2.1 Develop new partnership arrangements including investment & donor projects to support the growth and manage issues in the urban areas and foreshore development	Produce monthly project reports and submit audit reports for GPVURP compliance	3	Completed submission of monthly project and audit reports for GPVURP compliance	100%		
2.2 Support Municipalities in	Reminders to Town Clerks for	12	Completed reminders to Town	100%		



decentralization to enable services to be better delivered and managed at the ward level	submission of monthly reports		Clerks for submission of monthly reports			
<b>Objective 3. Institutional strengthening</b>						
3.1 Undertaking restructuring of the department	Develop DUAP structure		Completed draft proposed structure	80%		
	All DUAP JD's been transfer to new format.		Completed, signed and Submit of HRU, CSU	100%		
	PSC grand approval		Commence communication with PSC staff	80%		
	Recruitment of vacant positions		Completed Financial VISA. Complete direct appointment	100%		
<b>Objective 4. Provide interactive ICT based systems for improved administration</b>						
4.1 Use ICT systems to integrate administration and planning data in "real time" / provide guaranteed and cost-effective options to improve office work flow.	Develop e-filling system	4	Completed updating the 2025 data	100%		
	Launching of DUAP e-Planning Tool	4	DUAP e-Planning Tool not yet launched	90%		
	DUAP website maintain	4	DUAP website maintain completed for 2025	100%		
	Develop Foreshore Unit database	4	In progress	50%		
<b>Objective 5. To provide a strong efficient and effective Department administration, restructures, human resource capacity and management, business planning, reporting and monitoring and evaluation.</b>						
5.1 Ensure office is operational with restructure and skilled officers to improve service delivery, Department's budget and expenditure is effectively managed to ensure all planned activities are undertaken	Recruitment of vacant positions		Completed financial VISA • Direct appointment of Principal Foreshore Development Officer by PSC	100%		
	Completed induction for office recruitment		Completed induction for Town Clerk, LMC and Deputy Town Clerk, PVCC	100%		
	Submit salary authorization form to MFEM		Completed Salary authorization	100%		
	Completed staff's office equipment's	5	Completed staff's office equipment's	100%		



	Completed procure replacement of office equipment's		Completed procure replacement of office equipment's	100%		
5.2 Vehicle Maintenance	Completed regular servicing of office vehicles, road worthiness	4	G62 had its regular servicing throughout 2025	100%		
	Completed DUAP assets registry		Complete online registered asset	90%		
5.3 Provide Detail Plan of MOIA building	Submitted design to DG's office	1	(1) MOIA New Office Designed submitted to DG's office (2) Independence Park draft design in progress	100%		
5.4 Prepare NPP	Facilitate completion New Design of MOIA Office Space	1	Design completed	100%		
	LPO committed for department new uniform		In progress (with United Apparel, Fiji)	100%		

**Objective 6. To enhance public safety, optimize government office locations, and ensure continuity of essential services.**

6.1 Create safer urban spaces, eliminate hazardous structures, and boost community morale by fostering a secure environment	Assessment Report		Assessment report completed	100%		
	Demolition Plan		completed	100%		
	Council endorsement on Contractors and Demolition applications		Completed Hire Certified contractors	100%		
	Demolition monthly progress reports		Completed progress reports	100%		
6.2 Identifying and securing state-owned land in collaboration with VNPF to strategically relocate government offices, improving accessibility and operational Efficiency.	VNPF Respond on funding options		Awaiting VNPF Board decision - In progress	70%		
	Meeting Minutes with VNPF		DUAP/MOIA have presented land options to VNPF GM & Team	100%		

**Municipalities**

**Objective 6. To improve administration and financial management of the municipalities**



6.1 Support effective and efficient operations, financial management and administration of municipal councils	Reminders sent to all municipalities for timely report submission	12	Reminders have been sent to all municipalities to submit their 1st, 2nd, and 3rd Quarter reports on time	100%		
	Quarterly, monthly and annual reports submit		Submission of the 1st, 2nd, and 3rd Quarter Reports has been completed	100%		
	Submitted feedback to Municipal councils		Financial Report (LTMC 1st quarter report) completed but PVCC and LMC	40%		
	Completed review for financial and staff regulation		Official gazettal of PVCC Financial Regulation	100%		
	Completed financial regulation and procedures for LMC and LTMC		Not yet started	50%		
6.2 Provide high quality financial management control, reporting, and budget development for the municipal councils	Completed improvement for revenue initiatives	1	Not yet started	0%		
	Revenue Initiative Plan & Beautification Plan		Beautification Plan for LMC in progress	80%		
<b>Objective 7. Support social and economic development of municipalities are well coordinated and properly planned</b>						
7.1 Oversee implementation of urban planning for all urban development	Provide Advise & Seconded officers to the Councils	5	Urban Planning Office been seconded to PVCC	100%		
7.2 Seek additional funding to support Municipality projects	GIP Submission to DSPPAC	1	21 GIPs endorsed by NRC and DESSPAC	100%		
<b>Objective 8. Review and create new by- laws in the Municipalities to achieve better outcomes for the urban tax payers and public</b>						
8.1 Promote and support investments at the Municipalities to enable improvement services and businesses	Submission of By-Laws to OAG	3	Submit the By-Laws of urban councils to Compliance Manager, CSU for review by the end of June 2025	100%		
<b>Objective 9. Support PVCC to develop a recovery plan - in the event of a disaster</b>						
9.1 Ensuring that PVCC develop an Early	Early Recovery Action Plan		Completed	100%		



Disaster recovery Action Plan and submit a copy to DUAP	Recovery Stage Plane	3	Completed	100%			
<b>Urban Planning Unit</b>							
<b>Objective 10. Strengthen the Planning legislative framework including its legislations, Regulations, bylaws, and guidelines</b>							
10.1 Develop new planning policies, regulations and planning standards to improve planning practices within the Declared Physical Planning Areas (PPA).	Submit Draft Urban Planning Policy to the Director General Office, MOIA	3	<ul style="list-style-type: none"> <li>COM Paper endorsed by the Hon. Minister of MOIA</li> <li>Completed final draft of the National Urban Policy Planning Framework</li> </ul>	100%			
	Submit Draft Planning Guidelines Policy to the Director General Office, MOIA		Drafting of Planning Guidelines in progress	60%			
	Established working group		Completed established working group	100%			
	Procurement of travelling logistics in progress		Procurement of travelling logistics completed (Luganville)	100%			
	Completed stakeholders with stakeholders and wider group		Wider Consultation completed	100%			
	TA recruited		TA recruited	100%			
	Submit Draft Urban Planning Policy to the Director General Office, MOIA		COM Paper endorsed by the Hon. Minister of MOIA	100%			
	Submit stakeholders' consultation report		Completed consultation reports	100%			
	Sumit RUDSAP Map for Greater Port Vila		Completed RUDSAP Map for Greate for Port Vila	100%			
	Completed data collection		Completed data collection	100%			
	Complete the draft PVCC CBD Master Plan incorporating PVGMP implementation		Completed the PVCC CBD Concept Plan incorporating PVGMP	100%			
Completed Traffic Management	Completed the draft PVCC CBD	100%					



	Plan (including new roads and bridges)		Concept Plan incorporating PVGMP			
	Complete the draft PVCC CBD Master Plan for greater Port Vila		Completed RUDSUP	100%		
10.2	Conduct Public consultation on new Planning Policies, planning legislations, regulation and planning guidelines through workshops, meetings and social media.	4	Completed awareness through workshops, meetings and social media platforms	100%		
<b>Objective 11. To direct the effective implementation of these policies in all urban centers throughout Vanuatu</b>						
11.1	Implement current legislation and undertake reviews to modernize the legislative framework to support urban planning	3	Completed induction for new elected councilors for LMC	100%		
<b>Objective 12. To develop legislative and policy frameworks for housing developments and informal settlements</b>						
12.1	Disseminate information on new Planning Policies through workshops, meetings and social media	3	National Housing Policy launched by Hon. Minister, MOIA	100%		
	submit Draft National Housing Policy to the National Housing Policy Advisory Working Group (NHPAWG) for review by the end of April 2025 (extended to end of August, 2025)					
	Number of Consultations		Completed number of consultations	100%		
<b>Objective 13. To provide response and recovery assistance for housing sector in the Efate Earthquake</b>						
13.1	Build back better and safer houses		Assessment Report	Completed	100%	
<b>Objective 14. Capacity Building – Safe housing Governance</b>						
14.1	Creation of Housing Unit within DUAP to Implement the National Housing Policy	3	Submit proposed structure to PSC	Draft completed	80%	
	Submit the proposed paper to NRC and DESSPAC for endorsement	1	NRC and DESSPAC endorsed the NRC and GIP paper	100%		



	Submit the proposed paper to NRC and DESSPAC for endorsement	1	NRC paper endorsed by NRC. GIP endorsed by DESSPAC	100%		
	Submit the proposed paper to NRC and DESSPAC for endorsement	1	NRC paper endorsed by NRC. GIP endorsed by DESSPAC	100%		
	Submit the proposed paper to NRC and DESSPAC for endorsement	1	NRC paper endorsed by NRC. GIP endorsed by DESSPAC	100%		
<b>Objective 15. Improve housing quality</b>						
	Submit the proposed paper to NRC and DESSPAC for endorsement	5	NRC paper endorsed by NRC. GIP endorsed by DESSPAC	100%		
	Submit the proposed paper to NRC and DESSPAC for endorsement	3	NRC paper endorsed by NRC. GIP endorsed by DESSPAC	100%		
	Submit the proposed paper to NRC and DESSPAC for endorsement	1	NRC paper endorsed by NRC. GIP endorsed by DESSPAC	100%		
	Submit the proposed paper to NRC and DESSPAC for endorsement	1	NRC paper endorsed by NRC. GIP endorsed by DESSPAC	100%		
<b>Objective 16. To promote security and safety of Ni- Vanuatu especially for those migrating from rural areas into urban areas</b>						
16.1 Establish new Physical Planning Areas (PPA), extend existing declared Physical Planning Areas (PPA), Mini Towns and SMART City	Develop Notice of Intention to declare a PPA	2	Official gazettal of Notice of Intention by OAG	100%		
	Develop and finalize the Rovo Bay and Sola Zoning and Development Control Plan in collaboration with local authorities. Submit the completed plan for approval by		Rovo Bay and Sola Zoning and Development Plan officially gazette by OAG and launched by the Hon. Minister, MOIA	100%		



	August 2025.					
	Develop Concept Plan for Naoneban and Havanah		<ul style="list-style-type: none"> <li>• Letter signed by the Hon, Minister, MOIA to the Hon. Minister, MOLRN to acquire the said land</li> <li>• Verbal Discussion with the Planners in regards to review of the Zoning and Development Control Plan for Luganville and also the Sanma PPA</li> <li>• Completed Concept Plan for Naoneban and Havana</li> </ul>	100%		
	Declaration of Lakatoro/Norsup Min-Township		Declaration of Lakatoro/Norsup Municipal by Hon. Minister, MOIA dated 10 <sup>th</sup> October 2026	100%		
16.2 Assist with development of new Zoning and Development Control Plan for Declared Physical Planning Areas (PPA)	Complete the Zoning and Development Control Plan for Saratamata. Submit the final draft for approval by October 2025.	3	Completed feasibility study and report for Saratamata PPA	100%		
16.3 Assist DLA to identify potential economic and service hubs	Identify propose sites/hubs	3	Identification of sites to be finalize by DLA	100%		
	Conduct feasibility study on propose sites	3	In progress	90%		
	Develop Concept Plans for propose hubs	3	In Progress	90%		
<b>Objective 17. Enhance staff capacity, improved coordination of declared Physical Planning Areas in collaboration with the Decentralization policy and strengthen the implementation of planning practices to achieve prosperous urban centers throughout Vanuatu.</b>						
17. 1. Contract qualified and experienced	Contract Finalized	1	Completed	100%		



consultants and new staff to perform the technical roles required by the Department	TA recruited		Completed	100%		
	Registered Formal Request for Training		Completed	100%		
17.2 Build the capacity of planners through training to perform the required planning roles and responsibilities as expected from the department.	Certificate of Attendance	2	Completed	100%		
	Conduct National Urban Forum		In progress with the Urban Policy Framework	50%		
<b>Objective 18. Provide technical and GIS support to Urban Planning and Foreshore units.</b>						
18.1 Support Urban Planning activities and projects through data collection/ analysis and map production	E- planning tool establish and operational	4	In progress	90%		
	Maps produce		Up to date	90%		
	Purchasing of Items (Office Equipment's)		Server have been Purchase	100%		
<b>Foreshore Unit</b>						
<b>Objective 19. To administer and enforce the foreshore development act by developing new guidelines</b>						
19.1 Undertake regular review of the current foreshore legislation and identify areas to improve the implementation of the Act in order to achieve better Foreshore Development outcomes.	Complete Review of Foreshore Development Act	1	<ul style="list-style-type: none"> <li>• COM Paper approved</li> <li>• Complete drafting instructions and submit to Compliance Manager, CSU</li> </ul>	100%		
	1 meeting conducted with DSSPAC Sector Analyst for SOP finalization and review		SOP finalized and ready for launch in Q4	100%		
	Consultations done with FAC members & DSSPAC Sector Analyst & MOIA Compliance Manager		SOP finalized and amendment of FDA has been done with MOIA Compliance Manager and drafting instructions have been submitted to OAG	100%		
	Sanma province workshops completed		FDA application and enforcement workshop conducted in Sanma; other provinces have requested	100%		



	Regulations finalized and submitted		similar FDU workshops, with travel plans in progress (in progress) <ul style="list-style-type: none"> <li>• SOP had been finalized and Drafting instructions for FDA amendments has been submitted to OAG (up to date)</li> <li>• Official gazettal of Regulation Orders</li> </ul>	100%		
<b>Objective 20. To review and make improvements and inform stakeholders on existing legislative framework</b>						
20.1 Increase Foreshore quantity awareness on Foreshore legislation, Application Process, penalties and fees through, trainings, workshops and media platforms to enable public to be better informed of requirements for foreshore developments	At least 2 awareness campaigns per quarter	4	FDU officer's in South Pentecost, Santo, Tanna and Gaua with DLA Team for regional planning; conducting awareness on FDU Act and guidelines completed	100%		
	At least 2 informative posts per month on FDU FB page		SFDO updating DUAP page with FDU, urban planning and department updates completed	100%		
<b>Objective 21 To provide secretariat support to the Foreshore Advisory Committee</b>						
21.1 Undertake joint site inspection with other stakeholders to enforce Foreshore legislation	6 meetings conducted annually	6	Five (6) meetings held in 2025; additional urgent meetings convened to address foreshore issues completed	100%		
	2 joint site inspections conducted each quarter	4	FDU has conducted over two site inspections per quarter since early this year due to numerous foreshore development issues completed	100%		
	14-day standard notice developed and operationalized		Finalized awaiting official endorsement before use (Up to date)	100%		
	Produce template for mapping and maps to be produced for every site inspection		Acting SFEO has developed standard mapping template & produces maps for every site inspection (up to date)	100%		



21.2 Ministerial consent	One standardized Ministerial Consent template developed and endorsed by the Director	1	Blue paper used for issuing ministerial consents; standardized consent completed	100%		
<b>Objective 22. To recruit new foreshore development officers to strengthen enforcement, revenue collection and the capacity of the Foreshore Development Unit</b>						
22.1 Update and apply ICT based record keeping practices for foreshore development applications	1 database to be developed	1	Database in process	70%		
	Site inspection form to be developed and operationalized	1	<ul style="list-style-type: none"> <li>Site inspection template developed and widely used by the department</li> <li>Foreshore enforcement officers appointed</li> </ul>	100%		
22.2 Training for Foreshore Development officers to strengthen enforcement and capacity building	Participate in and complete trainings provided	1	Completed Training	100%		
	Organized and hold 1 meeting	1	Completed	100%		
	Participate in and complete training for digital surveying system	1	Completed	100%		
	Conduct at least 3 in-house training sessions annually covering foreshore processes, digital surveying, and legislations.	1	Completed	100%		
22.3 Purchase drones and drone license for foreshore unit to access inaccessible foreshore sites	1 boat to be purchased by DUAP for FDU site inspections	1	Quotations collected for new drone and boat	100%		
	Officers to participate in and complete training for licenses	1	DG instructed not to attend the training in New Zealand	0%		
	1 drone to be purchased	1	Completed	100%		
<b>Objective 23. To improve the collection of revenue through foreshore development</b>						
23. To improve the collection of revenue through foreshore development	Development of a comprehensive Monitoring and Evaluation (M&E) framework	1	Completed	100%		



	Submit reports for all site inspections	2	All illegal activity reports prepared and submitted with files to VPF completed	100%			
	Initiate legal proceedings for 2 offenders	2	Offenders notified of fines; VPF police reports submitted to Prosecutor's Office completed	100%			
	Conduct formal consultations with Maritime Police	1	Commence verbal discussion	50%			
			<b>Total Operating Expenses (VUV)</b>		122,111,561	99,319,615	22,791,946

**Department of Labour | Ministry of Internal Affairs**

Budget Performance Measure	Narrative	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expen (VT)	Bal at 30 Sept 2025 (VT)
<b>Objective 1. Ensure equity/fairness in the domestic &amp; International employment markets.</b>								
1.1	Domestic & international employment markets contribute in increasing revenue (work permit Tax, Licenses fees, sport fines) and remittances (Labour Mobility Programs) & workers well-being/welfare.	Keep records of Migrant workers & domestic workers including work permitholders in report (monthly quarterly, half year, annual report. Promote entrepreneurship platform for reintegration through partnership with other line agencies (MALF & MTT) and relevant stakeholders. Address Migrant workers welfare through active dialogue with Team leaders, Relationship Managers, Country Liaison Officers and	1	Work Permit, Spot fines, Agents Licensing fees. Work Permit- A Total of 248 work permits issued from 01st Annual:  Total issuance of Work Permit (Jan 2025 – Nov 2025):  1)Change of status from EEVISA to 1 year work permit = 7 2)Change of Employer= 6 3)Change of status from Disaster Recovery VISA to 1 year work permit = 3 4)Change of status from Investor to	100%	Total Work Permit Revenue Collected from January		



	<p>Approved Employers</p>	<p>Employee = 1                      5)Exemption work permit= 4                      6)New application of 1 year work permit= 479                      7)Renewal-1 year work permit = 709.                      8)Temporary work permit = 228</p> <p>Total issuance= 1,437 work permits.</p> <p>- On Going active use of IRD for registration and mobilization in country</p> <p>Visitation of 1 RTO from Australia Qualify and NOA from New Zealand for skills training for workers With VLAB working with cohort 4 of their Yumi Grown</p> <ul style="list-style-type: none"> <li>- <b>Mobilization delivered: PALM 247</b> and <b>RSE 223</b> workers mobilized in Q4.</li> <li>- <b>PDB delivered at scale: PALM 2,001</b> (M1,652/F349); <b>RSE 2,143</b> (M2,072/F71).</li> <li>- <b>Welfare: 17</b> cases recorded in Nov (15 in progress; <b>2 resolved</b>); ongoing CLO engagement and PDB/CLO sessions.</li> </ul> <p><b>Reintegration: 96</b> new superannuation applications in Q4; <b>222</b> payments confirmed (Nov); ESU ran an internal <b>LMRS reflection</b> and</p>			
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			prepared 2026 actions.			
1.2 Facilitated and increase the number of both skilled and unskilled Ni-Vanuatu workers in existing and new Labour mobility programs.	Meetings x 4 held & Minute with Actions Arising tracked & distributed for participating donor partners and agents and employers to increase numbers of both skilled and unskilled Ni-Vanuatu workers in existing and new Labour Mobility.	2	<p>SANMA Office:</p> <ul style="list-style-type: none"> <li>1 x Agent’s meeting (27/10/25)</li> <li>1 x Meeting with DFAT (27/10/25)</li> </ul> <ul style="list-style-type: none"> <li>• 2x Labor Mobility Working group meeting (Meeting’s minute)</li> <li>• 2x Reintegration Working meeting</li> <li>• 1 Welfare Working Group meeting</li> </ul> <p>3 Partnership Meeting with IOM, WV</p> <p>No registrations were made in Q4 for LSU/ESU as registrations closed in 2024 with a high number of workers in the Work Ready Pool.</p> <ul style="list-style-type: none"> <li>• IOM &amp; World Vision provides support to ESU by conducting worker ready training such as Famili I Redi</li> <li>• IOM conducts Famili I Kambak training.</li> <li>• VCCI also supports conducting team leader trainings</li> </ul> <p>Pre-departure trainings delivered (PDB content, FIR/WIR integration)</p>	70%		
	1.2.2 Registration through In-country Recruitment Database (IRD) System.					
	1.2.3. Skilled Trainings conducted by Developing partners (NZ and Australia) and other stakeholders (ILO, IOM, APTC, World Vision).		<ul style="list-style-type: none"> <li>• 3 Meeting with TA's from PLMSP on support incentives from DFAT</li> </ul> <p>Ongoing Meetings with MFAT for support in the Supporting Pacific Labour Mobility</p>	60%		
	1.2.4 Conduct 6 Liaison meetings with Australia & NZ on Labour mobility programs and capture this in the Quarterly and Annual reports.					



			(SPLM) Phase 2 to support RSE team.			
	1.2.5. Consultation with Australia and New Zealand on charging administration fees on each and every individual participating in Labour Mobility programs		Still in discussion.	40%		
<b>Objective 2. Promote the standards required by law for decent work and strengthen compliance with all Vanuatu's Labour laws</b>						
2.1 Compliance with all Vanuatu's Labour laws, improves workers conditions and settlement of employment disputes	2.1.1 Develop 1 Employment standards under Labour Domestic and International (Labour Mobility Programs) Laws.	3	1 Employment Relations Manual for Dispute Conciliation Resolution already been developed.  For ESU Development of SOPs for different teams within the ESU Support from partners in the development of Recruitment Monitoring and Compliance Framework and Procedures. Review of the policies are planned for early 2026.	33%		
	2.1.2. Promote settlement of registered disputes and report outcomes reflect in quarterly, midyear & annually report x 30	30	SANTO details: Disputes: 57 Males: 10; Females: 11 Collective: 0; Individual: 21 Settled: 17; Unsettled: 4 Money Trust: 549,030VT  PORT VILA details: Disputes: 44 Males: 29; Females: 14 Collective: 1; Individual: 43 Settled: 30; Unsettled: 14  Miscellaneous cases: 47 Settled: 39	23% above Target		



		<p>Unsettled: 5 Males: 28 Females:19</p> <p>Union cases: 8 Settled: Unsettled: 8 will proceed to Tribunal. Males: 4 Females: 4</p> <p>Money Trust recovered: October &amp; November: 6,229,328 Vt.</p> <p>TOTAL ANNUAL MONEY TRUST RECOVERED: A- Port Vila: 10, 490, 703 B- Lugainville: 549,030</p> <p><b>TOTAL: 11, 039, 733 VT.</b></p>				
	<p>1.2.3. Unsolved registered employment disputes case files transfer to Employment Tribunal for settlement x 5.</p>	<p>SANAM Office: Labour Market North (Sanma &amp; Malampa): 3 submitted to the tribunal</p> <p>Labour Market South (Port Vila &amp; Tanna): 7 submitted to Tribunal; Labour Market North (Sanma &amp; Malampa): 7 submitted to the tribunal</p>	70%			



	<p>2.1.4. Undertake 40 Workplace inspections and provide reports accordingly.</p>	<p>40</p>	<p>SANMA Office: Labour Market North (Sanma &amp; Malampa): did 14 Inspections</p> <p>ER did 14 + joint operations &amp; inspection in Santo. July alone, Compliance did 8 major inspections in Port Vila. So, ER: 14/40 = 35%. Sanma &amp; Malampa: 23 inspections Other inspections in Port Vila: 40</p> <p>TOATL 10 submitted to the Tribunal.</p>	<p>35%</p>			
	<p>2.1.5 Conduct 10 Awareness on Employment rights and obligations to general public including employers and employees under Domestic Labour Laws</p>	<p>40</p>	<p>SANMA Office: In person, By email, By telephone. In person 320, By email daily, By telephone daily &amp; ongoing during inspections, and 14 Inspections. Plus, ongoing awareness with CCECC South Santo Road Worker (Local &amp; Expats).</p> <p>In person, By email, By telephone. In person 326, By email daily, By telephone daily &amp; ongoing during inspections, 3 VBTC Media Awareness and 14 joint operations/Inspections. Plus, the Compliance inspections data: 8 in July. SANTO: In person 340, By email daily, by telephone daily &amp; ongoing during inspections, 100 plus workers attend</p>	<p>100%</p>			



			Awareness and 23 joint operations/Inspections.			
	2.1.3. Sport fine employers' non-compliance to Labour Laws	2 MIL Vt	collected in 3rd Quarter in joint operation inspection and WP screening. July Spot fine: 400 000VUV -August Spot fine: 300 000VUV -September Spot fine: 950 000VUV -Total number of Spot fine issued from July to September: 17 Spot Fine issued from July -September: 1, 650, 000VUV. 5 spot-fine from October to December 2025: 550,000 VUV.  TOTAL: 2,200,000 VUV.  The sport fine is being paid for the late submission of renewal work permit and breach of visa condition.	82.5%		
	2.1.4 Address loopholes and penalties in the legislations by way of amendments after consultation with the tripartite body.	4	Employment Act, Trade Disputes Act, OHS Act, Labour Work Permit Act, Trade Union Act.	75%		
2.2. Support implementation of revised National Labour Mobility Policy	2.2.1. Provide assistance to working group or TA in terms of sharing of information to enable & complete review of the Seasonal Employment Act to align with provisions of the revised National Labour Mobility Policy	1	Comprehensive Legislative drafting provided to State Law Office for SLO to draft new bill to be Temporary Labour Migration Act.	32%		
<b>Objective 3. Promote and maintain good working relationship between Tripartite Labour partners - unions, employers and Government.</b>						
3.1 Strengthen collaboration with VCCI, Youth challenge and other	3.1.1. Held Meetings, Write Minutes and Maintain an Annual Report providing details of progress & issues x 6	10	Ongoing meetings with working groups. Partnership with YCV for the Tourism internship support program. Funds	60%		



stakeholders to increase the number of self-employed Ni-Vanuatu to become entrepreneurs;			supported through PLMSP (Pacific Labour mobility support Program)			
	3.1.2. Follow up on agreed activities ensure it is implemented and reports outcomes		Ongoing working relationship with Tripartite partners	100%		
	3.1.3. Consultation with TLAC and stakeholders on Labour matters to promote entrepreneurship and Apprenticeship.		Apprenticeship Policy Paper - Approved by COM. TOR of the Committee already developed. Letter of instructions already send to AG Office. All we need now is to have Instrument of appointment appointing members of the Committee.	80%		
3.2 Strengthen the Tripartite Labour Council	3.2.1 Conduct 4 Tripartite Labour Advisory Council (TLAC) meetings to address Employment matters	6	1st meeting: 27 March 2025 2nd TLAC meeting: 30 May 2025 3rd TLAC meeting: 16 July 2025 4th TLAC meeting: 16 September 2025.	100%		
	3.2.2. Develop a standing order/Manual/guideline for the tripartite		In progress	80%		
	3.2.3. Follow up & ensure approved decisions are executed and reported x 5		In progress	80%		
<b>Objective 4: Enforce compliance for employment standards according to ILO Conventions and Vanuatu labour laws.</b>						
4.1 Undertake inspections for compliance to ILO Conventions; and Labour laws	4.1.1 Regular Workplace inspections undertaken & reported x 40		SANMA Office: 14 Inspection form September- December 2025  14 plus Joint Operation in Santo & Malekula in August and ongoing & Port Vila:	100%		
	4.1.2. Construction workplace inspections undertaken & reported x 10	7	We did 8 constructions work place inspections; all are hardware.	100%		



	4.1.3. Issue Improvement & prohibition notice construction employment work site & report x 3		We serve 31 improvement notices.	100%			
	4.1.4. Follow up on grievances rise & identify during inspection ensure employers implement grievance identify x 10		Follow up is done by both Labour market south Unit and Compliance team. We did follow up on grievances each time we did inspections.	100%			
<b>5. Advocate for workers' rights and welfare in international and domestic markets</b>							
5.1 Undertake awareness programs and public consultation to advocate for workers' rights and welfare in international and domestic markets	5.1.1 Awareness Meetings held & Minutes, with Annual Report providing details of progress & issues	100%	<p>SANMA Office: Ongoing through PDB with additional support through engagement of CLOs in PDB. Awareness for workers in preparation stages through Family -i-Redi and Wok-i-Redi. Ongoing awareness programs.</p> <p>Labour Mobility Working Group meeting per month. GEDSI awareness campaigns to communities with Welfare Stakeholders. Through social media platforms (Facebook Live, Tokbak Show, Animation through VBTC, Monthly Agents meeting. Ongoing Awareness programs during inspections and three (3) VBTC Awareness presentation. Awareness in FB page Vanuatu Domestic Division. Work Permit information awareness: -Estimate number of clients received in July: 120 clients Estimate number of clients received in August is: 100 clients.</p>	100%			



			Estimate number of clients received in September is: 70: clients.			
	5.1.2. Conduct Awareness on workers' rights and obligations during Predeparture Briefing for Labour Mobility Programs in Australia and New Zealand		<ul style="list-style-type: none"> <li>Ongoing through PDB with additional support through engagement of CLOs in PDB.</li> <li>Awareness for workers in preparation stages through Family -i-Redi and Wok-i-Redi.</li> </ul> Ongoing awareness programs during inspections and 3 VBTC Media Awareness	100%		
	5.1.3. Maintain Constant communications with country Liasson Officers in Australia and New Zealand to have updates on the progress of welfare issues and fair working conditions for Migrant workers.		<ul style="list-style-type: none"> <li>Ongoing communications with CLOs through ESU Welfare Compliance Mechanism with additional support from DEWR &amp; MBIE.</li> </ul> Active CLO engagement: multiple PDB/CLO sessions (Oct–Nov), field visits in AU/NZ to address welfare, case handling and redeployments; Q4 welfare cases (Nov): 17 (15 in progress; 2 resolved).	90%		
5.2 Implement and promote localization policy	5.2.1 Localization policy drafted, consulted, approved & implemented	9	In discussions internally.	60%		
	5.2.2. Effectively implement Counterpart Training plan. To do so, bind work permit holder and the local counterpart in a contract Agreement.		Ongoing Training plan provided. Ongoing written Contract between employer & foreign worker provided. Provision of local counterpart in a contract Agreement not yet in the contract but it is in the training plan signed by both parties.	100%		
	5.2.3. Undertake a practical Test to local counterpart to verify whether he/she is competent.		150 citizen workers have been identified as a local counterpart of work permit of an employment visa (1 year contract). 150 training plans have been provided.	60%		



<p>5.3 Establish unemployment data base and link it to training institutions;</p>	<p>5.3.1 Provide financial support to the current unemployment Data Base to ensure it is up to date and accessible to training institutions</p>	<p>1</p>	<p>Lebakonect is Active and currently on Marketing and awareness phase</p> <p>Employment Vanuatu/Lebakonect: in Nov, ESU delivered briefings to PSC HRM &amp; IPDU and shared JICA lessons; in Dec, ESU completed a developer reflection session and initiated marketing procurement for 2026 roll-out.</p>	<p>90%</p>			
<p>5.4 Establish a pool for skilled workers</p>	<p>5.4.2. Maintain IRD system up and running</p>	<p>2</p>	<p>Ongoing changes in the IRD layout to meet current labour market demand. Data cleaning on the IRD to ensure that the data reflects the current number of registered workers. Changes in the IRD dash boards to better support users, support from IRD 1-1 Coaching and weekly visits to agents for support Database is hosted in Vanuatu -OGCIO.</p> <p>Data quality ops in Q4: Oct – merged &gt;22 duplicate profiles; transferred &gt;247 workers WR assignments; 6 agent visits for IRD support. Nov – merged &gt;20 duplicates; transferred &gt;142 workers; 5 agent drop-ins supported IRD usage. (Ongoing coordinator meetings; issue fixes logged.)</p>	<p>100%</p>			
	<p>5.4.3. Envisage a portal for Employment Vanuatu within IRD system</p>		<p>Discussions in progress</p>	<p>50%</p>			
<p>5.5 Support the review of Labour laws</p>	<p>5.5.1 Undertake Review of Labour laws</p>	<p>5</p>	<p>Review conducted Employment Act, Trade Disputes, OHS Act, Labour Work Permit Act, Trade Union Act, Seasonal</p>	<p>75%</p>			



			Employment Act			
5.6 create new Labour policies and manual	5.6. 1. Finalization of NEP	1	National Employment Policy (NEP) was launched on 20 November 2025 at COCOMO Beach Resort.	100%		
	5.6. 2. Develop Labour sub policies out of NEP.	13	Depend on final outcome of NEP by COM.			
	5.6.3. Consultation on development of inspection policy	1	In discussion internally.			
	5.6.4. Consultation on development of OHS policy	1	In discussion with ILO	25%		
5.7 Bring all Labour related functions under the Department of Labour including internship, cadetships and apprenticeships schemes.	5.7.1. Establish Partnership with training institutions to address skills gap and address the Business house needs.	13	<ul style="list-style-type: none"> <li>• Create tourism skills survey questionnaire to address skills shortage.</li> <li>• Conduct survey with 11 tourism hotel, resort and construction business.</li> <li>• Job matching ongoing through Lebakonect.</li> <li>• Tourism internship program with YCV: 30 interns.</li> <li>• Placement of ICT interns: 5 within Private sector</li> <li>• 2 candidates (Lebakonect) secure employment.</li> </ul>	60%		
	5.7.2. Increase skilled work force in domestic Labour Market		Job matching ongoing through previous Job matching process through the use of Leba Konect 218 2 awareness session carried out Santo & Tanna Job seekers and Employers currently using the data base.	60%		

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



6.1 MBC Submission with costed supplementary budget and NPPs on time	6.1.1. Planning and budgeting by each section	14	Managers participate and contribute to Department planning document and Unit activity planning and costing of the activity	30%		
	6.1.2.MBC Submission x 2 with costed Supplementary and NPPs		2 NPP submission for 2026 additional budget	60%		
6.2. Keep records of infrastructure & Assets	Register purchases assets placement to officers and notification of transfer to other location	15	Purchases office equipment's and furniture registered with an officer since it can easy be move. Conduct regular inventory ensure same location	40%		
6.3 Undertake & implement restructures to address capacity for decentralized service delivery.	6.2.1 Follow up with PSC revised organizational structure submission for approval to PSC	16		50%		
	6.2.2. Recruitment of new staff members and placement to Vacant positions of 2019 approved structure and first phase of PLF funding positions to approved revised structure.		Few 2019 positions been recruited, revised structure yet to approve by PSC before recruitment of PLF funded positions made	12%		
	6.2.3. Conduct induction with new staff members to assist them in their integration through the familiarization of departmental work ethics. Develop work plan for probationary period assessment confirmation of permanent appointment		Unit Managers conduct inductions with newly staff members, assist in developing of work plan and performance assessment by Senior Officers	30%		
	6.2.4. Upgrade staff capacity building through partnership with developing partners and relevant stakeholders		Officers nominated to attend overseas and in-country meetings and workshop organized partners relations to work. Officers attended workshops organized by stakeholder partners.	75%		



6.4. Developing, monitoring and appraising of staff performance	6.4.1. Work planning develops, monitored Implementation and assessment of performance targeted outcomes – Midyear & end of year	17	Officers assist in planned activities monitor implementation of planned activities through weekly & monthly feedback	20%			
6.5 Prepare plans and reports on time as per GoV Reporting Cycle	6.4.2 Preparation and submission of reports on quarterly, mid yearly and Annually basis.	18	Managers prepare monthly reports submit in compile quarterly report	50%			
	6.5.2. Recruitment of new staff members and placement in the approved structure		Internship recruitment request PSC approve direct appointment. 2 ladies in Internship recruitment in the ER Unit currently. 1 Intern in Compliance Unit currently. 1 Intern in Compliance unit left last month	12%			
	6.3.3. Planning and reporting 100% on time as per GoV Reporting calendar cycle		Report compiles according to template provided M&E submit to M&E Manager	75%			
Ensure ICT system and equipment are up to date and function within the DOL	Usage of ICT system and equipment must comply with the OGCIO policies	19	most machine comply with Department of Communication and Digital Transformation DCDT	50%			
	Upgrade DOL website		DCDT manage	60%			
	Increase the DOL VM storage		DOL VM	80%			
Improve the ICT strategy within the DOL	Create a proper Database for work permit unit	20	Need addition funding for contract professional data developer for Domestice Division for Labour Work Permit, Employment Relations & Compliance Unit.	100%			
	Identify a software for all the DOL data collection			60%			
<b>Other Activities</b>							
Deal Trafficking in Persons case and assist victims of		2	We are actually working in partnership with IOM to assist foreign employees who	70%			



Human Trafficking			are victims of labour exploitation.				
ILO reporting of ratified Conventions		2	Vanuatu has ratified 9 ILO Conventions and has reported on two (C87 and C98). Geneva commended this effort, and Vanuatu has noted feedback from CEACR and the Vanuatu Trade Union Combine on Convention No.98.	80%			
ILO reporting of unratified Conventions		2	This year marks strong progress for Vanuatu in addressing ILO recommendations and reporting obligations. The TLAC has recommended ratifying Conventions C190 and C191, and a joint COM paper has been signed, with the ratification bill expected by late this year or early 2026.	80%			
<b>Total Operating Expenses (VUV)</b>					52,780,837	54,214,551	(1,433,714)

**Civil Registry & Identity Management | Ministry of Internal Affairs**

Budget Performance Measure	Narrative	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent)	Actual Expen (VT)	Bal at 30 Sept 2025 (VT)
<b>OBJECTIVE 1: TO IMPROVE COVERAGE FOR REGISTRATION OF VITAL EVENTS SUCH AS BIRTHS, MARRIAGES, AND DEATHS</b>								
Registration of vital events.		Over the counter registration across the 6 provinces including Head office.	6	Ongoing activity in Head and Provincial office.	100%	0	0	0
		Field work registration across 6 provinces	6	Field Work with Helper 1 covered all provinces except Shefa & Sanma	67%			
		Civil Registration coverage data in Quarterly Reports x 3 and Annual Report	100%	All reports up to date. Pending Q3 & Q4 report.	50%			



	Provide Central Registry access to Area Councils.	6	Coverage for Malampa Province is 55% complete.	33%			
	Area Administrators training on Central Registry	6	Completed for SHEFA & PENAMA for AA and teachers.	33%			
<b>OBJECTIVE 2: ESTABLISH AND MAINTAIN THE CENTRAL REGISTRY INTEGRATED DATA BASE AND POPULATION REGISTRY</b>							
Establish and Maintain Central Registry and population Registry	ICT infrastructure enhancement. Upgrade of central registry	1	System back end built. Frint end built. Testing and Improvement Phase in progress. Provincial Registrars sensitized on RV5 system complete.	50%			
	Staff training on Central Registry	1	Head off staff trained basic functions. Provincial staff to be trained in September.	50%			
	One International access point	1	New Zealand earmarked. Remote access to be granted in Q3. Fiji Consul office schedule for October.	50%			
	Remote access to 6 area councils is provided	6	Pending access-6 in Penama, 5 in Malampa, 9 in Sanma, 6 in Torba and 17 in Shefa. Tafea Completed	83%			
	Provide numbers in the Annual Report to meet Appropriations Act targets	1	All reports up to date. Pending Q3 & Q4 reports.	50%			
	Establish and maintain data Integration with Health, Education, VNPF, MOJCS, PWD, Labour Dept and VIS and church institutions	4	Access granted to MOJCS, VNPF, Education. Pending re-installation to VIS, Church and Labor Dept, Criminal Record office (VPF)	50%			
<b>OBJECTIVE 3: TO ENLARGE COVERAGE FOR THE ISSUANCE OF NATIONAL IDENTITY CARDS</b>							
Issuance of National ID Cards	Issuance of National ID Card through over the counter in Provinces	6	On going activity with boost during public annual events- Digital Week, Economic Symposium, PS Day, Provincial Days.	100%			
	Issuance of National ID Card through field work in Provinces.	6	Installation of ID Printers in Malampa. 55% Coverage.	67%			



	Staff training held in each province on National ID Card.	6	Staff Trained on Citrix Installation complete.	67%			
	Provide disaggregated data on ID Card coverage in the Quarterly report	4	All report up to date. Pending Q3 and Q4	50%			
	Provide NID awareness for Area Councils and TACs	6	Mass awareness in Tafea PSC Day, 3 Radio Programs and 1 Radio Talk back show completed.	67%			
	Provision of National ID Card printing accessories to Provincial Office.	6	Ongoing activity coordinated by Head office and outsourced to supplier.	100%			

**OBJECTIVE 4: TO DEVELOP AND IMPLEMENT EFFICIENT AND INCLUSIVE POLICIES RELATED TO REGISTRATION OF VITAL EVENTS AND ID CARDS:**

Policies, strategies, and legislative framework	Implement relevant policies about registration of vital events and national ID issuance with Implementation Plans	3	South East Tanna AC procured and installed. ID Printer Installed for North and West Ambrym, South East Ambrym and Paama.	100%			
	CRIM Committee and Working Groups convene to progress policy and legislation.	4	Meeting scheduled for Qt4	20%			
	Policy development for Inclusion in Civil Registration processes.	2	Training on new forms completed. SOP update scheduled for Q4	40%			

**Objective 5: to improve service delivery and organizational compliance through a framework of inclusive policy, legislative, planning, reporting, budget, revenue generation, administration, and human resources**

Service delivery, planning, reporting, and organizational compliance	New Procedures Manual for Civil Registration.	2	Pending Q3 and Q4	25%			
	New Procedures Manual for Identity Management	2	Pending Q3 and Q4	25%			
	Consult and draft the Marriage Bill for submission to the November Parliament	1	SHEFA Consultation & Validation workshop complete	70%			
	All reports and MBC submissions on time as per GOV Reporting Cycle	100%	Pending Q3 and Q4	50%			
	Annual Business Plan developed and submitted as per GOV planning cycle		Provincial registrars budget submissions completed.	70%			



Business Continuity Plan updated as needed to meet new disasters with emergency responses	1	Will update in Q4 to reflect Earthquake hazards	10%			
Quarterly Report	2	Pending Q3 and Q4	50%			
Annual Report	1	To be submitted in Q4	50%			
Contributions to ADR if needed	1		25%			
Jan/Feb; July and Dec AWP & PMRs		Pending Q3 and Q4				
Attend donor/stakeholder meetings and provide reports as needed	100%	Active participation in all National, Regional and International events. DRG to attend Leadership training in October and Snr Rg ID to attend capacity building in Fiji.	50%			
Develop a new revenue initiative policy paper.	1	New fees will be included in Review of Marriage Act once passed and gazette.	50%			
Up -date and make accessible Department Assets Register	1	Provincial registrars to submit assets list in Q4	50%			
Reports to Director tracking budget usage against Monthly Warrants and Business Plan	4	Pending Q3 and Q4	50%			
Financial Visa confirmed	2	Confirmed & completed	100%			
New posts advertised as per approved Implementation Plan	2	Pending PSC	75%			
Orientation Program	1	implementation in Q3	50%			
Probation Reports completed	2	Pending Malampa. PSC still processing Redundancy of outgoing staff.	90%			



	Training Plan developed and implemented	1	Induction for new Officers completed and Training Needs Assessments completed.	70%			
	Recruitment of new Data Analyst, ICT Officer according to Restructure Implementation Plan	2	Pending PSC approval for advertisement	50%			
	PMR Reports completed for all staff on time	3	Pending Q3 and Q4				
	Provincial Technical Advisory Community Meetings and other Stakeholder meetings (Half Yearly and Annual reports.	2	Provincial registrars' active attendance	50%			
	Peer to peer training for stakeholders delivered	4	Training implemented at Provincial level with PTAC	50%			
	Session held in each province annually and reported with inclusive data disaggregated	6	Outreach via Helper 1, Annual Public Events, PSC Day and Provincial Days.	83%			
<b>Objective 6: to provide the electoral authorities with timely and accurate information for the establishment and maintenance of an efficient and credible voter register</b>							
Voter Register	Quarterly data up-dates provided to VEO with updated current voter data for election logistics	4	Pending Q3 and Q4	50%			
	Provide data & scrutiny for the 2025 Provincial Elections by July 2025	1	Planning for Mass registration in November for TORBA Elections.	100%			
			<b>Total Operating Expenses (VUV)</b>		40,466,648	33,602,380	6,864,268

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

Budget Narrative Performance Measure	Output or Service Target	Target	Progress Achievements Made and	Status End 2025	Operation Budget (Recurrent)	Actual Expen	Bal at 30 Dec 2025
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**1. Develop the Migration Policy**



1.1 Migration policy has been launch and shared to stakeholders as a working document	1.1 .1 Appointment of a Technical working committed to support the consultant for the migration policy and Organize consultation meeting	1	This Activity is completed.	100%		Total cost of the policy develop ment is around 5 million vatu.
	1.1.2 Consultation meeting outcomes collected.					
	1.1.3 first draft of the migration policy develops					
	1.1.4 Validation of the first x Immigration Before SOC draft of the Migration policy					
	1.1.5 Final draft of the migration policy develop and the policy is launch.					
<b>3. Review of the Immigration Act No.17 of 2010.</b>						
3.1 Legislative review committee provide a report to the state law office on relevant sections of the immigration act that needs to be reviewed.	3.1.1 Technical legislation review committee is appointed.	1	Activity completed	100%		Allocate d budget spending is well within the budget provision .
	3.1.2 Review committee conduct consultation with other stakeholders.					
	3.1.3. COM paper to be develop on the proposed sections of the legislation to be review.					
	3.1.4 COM paper approved and submission is made to OAG on the recommended review of the immigration act.					
3.2 Incentive business investor	3.2.1 Draft regulatory changes for business visa entry	1	Completed	100%		
	3.2.2 Create a 30-day business free visa entry automatically issued on arrival					
<b>4. Review of the Organizational Structure</b>						
4.1 Organizational Structure is approved by PSC	4.1.1 Submission to PSC for Approval of the organizational Structure	1	VIS has appointed a working Committee to assist the HR unit to complete the JDs in according to the new GRT	90%		
	4.1.2 Prepare Budget for the new approved structure					



	4.1.3 2025 budget preparation for the NPP for the new structure.		format				
<b>5. Continues improvement of the Services delivery through, rapid response capacity, ICT, infrastructure and training and revenue collection</b>							
5.1 MIDAS Enhancement	5.1.1 MIDAS system at the airport to Connect to Interpol.	12	Completed	100%			
	5.1.2 MIDAS Mobile KIT data to be synchronize to the main data base.						
	5.1.3 e VISA upgrade.						
5.2 Share MIDAS report to the stakeholders	5.2.1 Extract report from the MIDAS and share with Stakeholders	1	Work completed	100%			
	5.2.2. Consult stakeholders on Migration to identify what types of reports they need from the MIDAS migration report		Completed				
	5.2.3 refresher Training for our Border control officers on MIDAS.		Completed				
<b>6.1 Monitor Revenue collection</b>							
6.1 Monitor Revenue collection	6.1.1. Revenue collection is monitored to ensure to meet the revenue target	1	Revenue collection is on target for the year 2025 and new revenue collection initiatives is completed.	100%			
	6.1.2 Advice Finance department on the revenue collection update						
	6.1.3. Advice on revenue collection initiatives when required						
6.3 decentralization of Immigration Services to the provinces, Building of Immigration building for PENAMA Province	6.3.1 Complete PENAMA building	1	In progress for completion	80%			
	6.3.2 Resource the PENAMA building with furniture and office equipment						
	6.3.3. PENAMA office in Operation						
<b>7. Protect &amp; upgrade the integrity of Passport and Travelling Documents</b>							
7.1 Issuance of E-passport	7.1.1 Asses and develop a credible process of passport delivery to citizens abroad	1	Completed	100%			



	7.1.2 Consultation with the Ministry of Foreign Affairs on an arrangement of the delegation of power.							
	7.1.3 Improve certificate of identity document to adhere to ICAO Standard							
7.2 Diplomatic passport amendments	Remove entitlement of Trade Commissioners to Diplomatic passports	1	Completed	100%				
<b>8.Improve Passport Revenue Collection</b>								
8.1 Collection of passports to demand of passport throughout Vanuatu	8.1.1 Ongoing yearly revenue collection (collection from Main HQ with Provincial office)	1	Completed	100%				
<b>9.Advise Stakeholders on issues relating to passport and travelling documentation</b>								
9.1 Consult with SG Citizenship, Civil Registry, Electoral and Labour	9.1.1 Citizenship Process to be complete before passport is issued	1	completed	100%				
	9.1.2 All passport application forms and required documents must be provided before passport application is process		Completed					
	9.1.3 Civil Registry to issue all Original Birth Certificate		completed					
	9.1.4 Issuance of passport for all applicant applying through the Labour scheme		completed					
	9.1.5 Liaise with heads of Vanuatu missions abroad		Completed					
<b>10.Decentralisation Passport and Travelling Document Services</b>								
10.1 Citizens can access passport issuance services in all provinces and 1 area council	10.1.1 establishing of VIS officers in each province and municipality	1	90% completed	90%				
	10.1.2 Delegate functions to area Administrator to collect passports applications and do the processing		completed					
	10.1.3 develop an online passport application		in progress					



11. Recovery of Immigration full operations after the earthquake									
11.1 Liaise with the National Recovery Committee on the process update on timeframe to Accesses the CBD.	11.1.1 Engage a contractor to commence maintenance of the HQ for the damages cause by the Earthquake	1	Completed	100%					
	11.1.2 Organize officer to move to the HQ at the CBD								
	11.1.3 Operations at the HQ is back to normal operations								
<b>Total Operating Expenses (VUV)</b>						77,917,025		74,020,003	3,897,022

**ACTIVITY MIEC: Vanuatu Electoral Commission | Ministry of Internal Affairs**

Budget Performance Measure	Narrative	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent)	Actual Expen	Bal at 30 Sept. 2025
<b>Vanuatu Electoral Commission</b>								
<b>Objective 1. EC to drive policy development &amp; implementation of registration of eligible electors and conduct of all elections specified by the Constitution of Vanuatu and by the Act of Parliament Cap 146</b>								
1. Policy development & implementation	1.1 Policy development & implementation with regular EC Commission meetings		X 20	10 EC meetings held in Q1 and Q2	100%			
	1.2 Recurrent NPP for Commission meeting costs & allowances		X 1	Completed but not submitted	100%			
	1.3 Conduct Feasibility Study for Closed Constituencies		1	Completed	100%			
<b>Objective 2. To lead development of legislative framework for electoral system</b>								



2. Policy development & implementation	2.1 Policy development & implementation with regular EC Commission meetings	X4	Meetings held	100%			
	2.2 Oversee meetings with electoral sector stakeholders to review and revise legislation & Regs.	1 per Quarter	Meetings held with political parties and candidates and other stakeholders	100%			
	2.3 Implement Legislative Road Map	1	Legislative Road Map on track however slight delays due to PGC elections	100%			
	2.4 Implement legislative reform regarding independent functions, budget and mandate of EC	1	Implementation Plan implemented but disrupted with the conduct of Snap election and provincial elections	100%			
	2.5 Review new legislation (Single Harmonized Electoral Act & Political Party Registration Act)	2	Review completed. Legislative Plan submitted.	100%			
	2.6 Develop Standard Operating Procedures and Manuals	1	Planned for Q4	100%			
	2.7 Explore current electoral laws regarding candidate eligibility in regard to citizenship	1	Not required until next election 2029				
	2.8 Draft proposed amendments to Regulations regarding Political Party registration	1	Deregistration of 7 political parties	100%			
Completed. Threshold of 1,000 voters maintained			100%				
Awareness developed and conducted.			100%				
<b>Objective 3: To provide electoral dispute resolution through Election Disputes &amp; court appearances</b>							
3. Electoral Dispute Resolution	3.1 Electoral disputes reviewed, documented and reported	1	Records of disputes kept to populate annual report				
<b>Objective 4: To undertake consultation for reform and delivery of an efficient, reliable, equitable &amp; inclusive electoral system for Vanuatu</b>							
4. Consultation & Awareness	4.1 Awareness meetings held on electoral issues & reforms reported in Annual Report	1		100%			
<b>Objective 5: EC Restructure presented &amp; implemented</b>							



5. Restructure	5.1 Restructure approved	X1	Completed. New structure and cost	100%			
		1	NPP developed and submitted	100%			
<b>Total Operating Expenses (VUV)</b>					66,500,000	63,928,214	2,571,786

**ACTIVITY MIEB: Vanuatu Electoral Office | Ministry of Internal Affairs**

Budget Performance Measure	Narrative Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent)	Actual Expen	Bal at 30 Sept. 2025
<b>Vanuatu Electoral Office</b>							
<b>Objective 1: 1. Conduct efficient &amp; credible elections through improved election procedures</b>							
1. EFFICIENT ELECTIONS	1.1 Develop measures to pilot Out of Country& Out of Constituency Voting procedures		Activity rescheduled to Q3 and Q4 due to Snap election and PGC elections				
	1.2 To supervise and coordinate Provincial, Municipal, & By-Elections elections by consolidating operational planning within the VEO administration, including procurement and logistics, to deliver efficient, equitable, inclusive and timely	4	Elections conducted	100%			
	1.3 Improve number of polling stations to enable inclusive, equitable access	At least 2	4 new polling stations created and 3 polling stations relocated	100%			
	1.4 Maintain Geo Spatial Electoral Maps for efficient elections, registration & electoral management	1	In progress				
	1.5 Develop electronic electoral management system	1	In progress				
<b>Objective 2. Maintain an efficient national voter register based on the National ID Number</b>							



2.1 Voter Register with ID cards for eligible voters 18 years and over by updating and validating the Voter Register using National ID Card and CRIM data	2.1.1 Utilize electronic central civil register to extract Voter Lists	1	Ongoing			
	2.1.2 Validate Voter List to verify correct Polling Station allocation		Ongoing			
	2.1.3 Develop mobile service for voter verification based on ID#		Ongoing			
	2.1.4 Develop the criteria for allocation of polling stations		Complete	100%		
	2.1.5 Review, update and gazette Polling Station names		Complete	100%		
	2.1.6 Inspection of Voter List in cooperation with Area Administrator		Complete	100%		
	2.1.7 Work with Area Administrators & SGs to identify new Polling Stations		Complete	100%		
2.2 Increase numbers of eligible voters with National ID with registration on Integrated Data Base	2.2.1 Establish & maintain a credible, accurate Voter Register with ID cards for eligible voters 18 years and over		Ongoing			
	2.2.2 Develop Procedures & Manual to correlate to RV5		Ongoing			
	2.2.3 Provide report on eligible voters in Quarterly Reports & Annual Report disaggregated by location, gender & age		Ongoing			
2.3 Continued work in the EC, VEO digital archiving process	2.3.1 Digital archiving undertaken, scanning & archiving to build historical archive	1	Due in Q4			
2.4 Increasing ICT capacity and database development and maintenance skills within the office	2.4.1 Training sessions undertaken to improve ICT Skills on data base usage	4	Complete	100%		
<b>Objective 3. Legislative reform of the electoral legal framework</b>						
3. LEGISLATION& POLICY FRAMEWORK	3.1 Support for improving the legal framework of elections	2	Ongoing			
	3..2 Support the implementation of improvements in legal framework	2	Ongoing			



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

4. PUBLIC AWARENESS& OUTREACH	4.1 Awareness campaigns for electoral framework, voter engagement (Media, Facebook, Posters, Civic Education in schools) reflected in VEO contribution to MoIA Annual Report (x1)	1	Awareness campaigns for voter engagement reported in Annual Report detailing # of awareness campaigns & types of publicity undertaken	100%			
	4.2 Web Site	1	Ongoing				
	4.3 Meetings held with Sector Stakeholders	4	Complete	100%			
	4.4 Printing of awareness materials	5	Election awareness materials printed	100%			
	4.5 Civic Education materials	TBC	Liaising with Ministry of Education to identify more schools	100%			
	4.6 Production of awareness videos	1	3 Videos produced	100%			
	4.7 Implement Communications Strategy for VEO	1	Ongoing				
	4.8 Deliver training for key stakeholders for observation as needed i.e. for Domestic Observers & NGOs	1	Due in Q4				

**Objective 5. Improve service delivery and organizational compliance through an inclusive policy, legislative, planning, reporting, budget, SOPs/Procedures Manuals, restructure implementation, decentralization, ICT & revenue generation**

	5.1 Implementation of VEO restructure to improve decentralized service delivery, especially in the provinces	1	Position re-advertised	100%			
	5.2 Improved permanent staff levels	2	Completed and submitted	100%			
	5.3 Implementation Plans developed for VEO	1	In progress	100%			
	5.4 Improve revenue	5	Ongoing				
	5.5 GoV Planning & Reporting Cycle compliance	100%	Complete	100%			



5. INSTUTUTIONAL FRAMEWORK	5.6 PMR (appraisals) undertaken on time	3	Complete	100%				
	5.7 Training Plan developed & undertaken to improve VEO staff skills	1	Budgeted Training Plan developed on basis of PMR training needs	100%				
	5.8 ICT equipment for professional delivery	1	Gov cash flow issue					
	5.9 Logistics budget for 2026 elections prepared as basis for COM request/s	1	Completed	100%				
	5.10 VEO Office costs	1	Completed and submitted	100%				
	5.11 VEO Budget Submission developed	1	NPP developed and submitted	100%				
<b>Other Activities</b>								
6. Other Elections	6.1 Snap Election	1	Elections conducted	100%				
	6.2 By-elections	1	Elections conducted	100%				
<b>Total operating Expenses (VUV)</b>						89,046,260	83,496,239	5,550,021

**Public Land Transport Authority | Ministry of Internal Affairs**

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent)	Actual Expen (VT)	Bal at 30 Sep. 2025
<b>Objective 1. Harmonize the legislative and policy framework and systems of the Land Transport Authority of land transport to establish ICT based operations &amp; management of land transport in Vanuatu;</b>							
	Complete PLTA HRMIS.	1	HRMIS developed and undergoing test.	90%			



Complete the human resource management information system rollout of online payment system for transport fare with Vodafone and Digicel and assist NGEF with the introduction of EV for taxi services.	Integrate Staff attendance with HRMIS	1	Undergoing testing with Provincial Staff (Tanna & Malekula) having access	70%			
	Set up PLTA network for Port Vila Office	1	Network accessed by 4 staff will require funding for additional access of 6 other staff	90%			
	Continue rollout online payment system for Bus fare with Vodafone & Digicel.	1	Complete internal consultation and approved by BOARD for further consultation and trial with Network providers.	10%			
	Integrate Permit Officer's Activity Page on PLTA ASP.NET website	1	Completed	100%			
	Data Base Training for Permit officers & conduct awareness to transport operators	1	Completed Malekula, Tanna and Santo by Oct 2025	30%			
	Conduct awareness for online bus fare for transport operators, drivers and general public	1	This activity links with 1.1.4 and should be implemented by early 2026	10%			
	Work with NGEF to roll out the EV for Taxi services (promoting the use of EV to reduce ozone pollution).	1	NPP funding not approved for 2025.	0%			
<b>Objective 2. Establish an integrated ICT based licensing system (vehicle permits &amp; Drivers' Permits);</b>							



Develop QR code system for Permit Cards and link Data Card Machine to PLTA Database.	Develop QR code system for permit cards (drivers & vehicle permits)	2	Pending approval of Payment of Data Printer	10%			
	Link PLTA Database system with Data Carding machine to generate QR Code		Pending Supplier's (Stanley Imports) approval to link Database to Data Printer and payment of scan machine	5%			
<b>Objective 3. Enforce compliance to act and Ministerial orders, contributing to safety of land transport and revenue generation.</b>							
Liaise with VPF and stakeholders to conduct regular inspections, input Smart stream.	Liaise with PWD to conduct Road Worthy Inspections on time within provinces	3	Ongoing Road Inspections from Jan to Dec	100%			
	Liaise with VPF & Stakeholders to conduct Road Inspections in every Provinces		Provincial PLTA in Tanna, Shefa, Malampa and Sanma conduct joint inspection - ongoing	80%			
	Quarterly Smart stream revenue report input into PLTA Database.		Pending timely input of entry by Permit officers on a daily basis. Currently updated by Shefa, Malampa and Sanma	30%			
<b>Objective 4. Review and introduce a fee framework for metered transport operations;</b>							
Conducting awareness and rollout of Taxi meters with Taxi operators in Port Vila and procure standard Taxi signs.	Awareness on the use of Taxi meters to Transport operators, drivers & public	4	Pending implementation of Procurement of Taxi meter installation.	0%			
	Procurement of Taxi meter installation		Pending approval of Tarriff	0%			
	Procurement of Standard Taxi Signs		Pending Taxi sign design sample to be submitted for approval by Board	0%			
<b>Objective 5. Undertake coordinated training &amp; awareness programs to improve understanding and compliance to the Act and Ministerial Orders;</b>							
Conduct Public Land Transport Act awareness and online transport fare payment to stakeholders, transport	Work with Permit Officers and Provincial LTA to conduct awareness on PLT Act & Orders		Still to conduct awareness in Shefa, Sanma and Penama	30%			



operators and public.	Liaise with DOT & CCI to conduct trainings for transport drivers – Tourism drivers permit	5	Pending access of Fund to conduct refresher training	0%			
	Continue with Online Payment for Bus fare awareness on Efate		Not implemented pending approval by Board	0%			
	Public awareness of the transport fare structure		Structure fares order pending approval by Minister	90%			
	Undertake Consultations for amendment of PLT Act with RTC Act		Pending approval of COM Paper	90%			
<b>Objective 6. Develop and enforce standards to be met by vehicle owners, operators and drivers</b>							
Document standards to be met by drivers and vehicle owners	Compile transport standards	6	Revised standards order to be submitted to OAG by early Oct	60%			
	Organize awareness - Shefa province		Pending 6.6.1	0%			
	Include other standards such as registration # on side or inside vehicle, drivers ID visible to passengers and other to be included in Amendment		Pending amendment of Standard orders	0%			
<b>Objective 7. improve service delivery and organizational compliance through an inclusive policy, legislative, planning, budget, reporting framework, restructure and revenue generation.</b>							
Support PLTA and Provincial Associations by improving Service Delivery to Transport operators in all the six provinces and conduct virtual training,	Visit Provincial Associations to strengthen decentralization services.		Funds requested for this activity through NPP 2025 not approved	0%			
	Review Organizational Structure based on new status as Land transport authority		Pending revised version of as approved by Board in July 2025	50%			
	Permit Officers (6) to visit all islands within respective Provinces to issue Permits (revenue)		Funds requested for this activity through NPP 2025 not approved	0%			



	CEO to visit all provincial offices/ Staff Welfare/ appraisal.		Funds requested for this activity through NPP 2025 not approved	0%			
	Conduct virtual staff training on report writing, business planning, fortnightly staff meeting.		Access by Provincial offices is limited to host frequent meetings	60%			
	Recruit Enforcement officers		Funds requested for this activity through NPP 2025 not approved	0%			
	Organize quarterly Board meetings		Board meeting organized in July 2025 since April 2023	5%			
<b>Total Operation Expenses (VUV)</b>					11,567,848	11,559,748	(8,100)

**Trade Dispute Tribunal**

Budget Performance Measure	Narrative Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent)	Actual Expen	Bal at 30 Sept. 2025
<b>Objective 1. A quasi-judicial body with responsibility for work place justice, and a forum for deciding disputes between workers and employers</b>							
1.1 Number of cases referred to the Tribunal	Cases referred to the tribunal	10	2 decisions made, 2 settle by consent, 2 pending decisions, 1 referred to JSC, 2 for trial, 3 for conference	70%			
1.2 Number of orders issued	Notice and Order issued	10		70%			
1.3 Number of claims etc. filed	Party file their claim, defense, response and statement	10	2 cases in Q2 are yet to submit	50%			
1.4 Number of amendments	Amendment of the regulation of the tribunal	1	Need further consultations with stakeholders.	0			
1.5 Number of awareness conducted	Conducting awareness at the workplace	10	We deliver pumblets to several employers and still waiting for their confirmation.				
1.6 Number of talkback shows conducted	Presenting at talkback shows and publication on Facebook	3	still to present on talkback show on September not August	66%			



1.7	Number of Legislation develop	Developing a new legislation on the trade dispute tribunal	1	Was passed by TLAC. A Draft Bill with its policy issues is completed and need further consultation.	50%			
1.8	Number of staff appointments	Recruitment of officers	2	Need to developed a Staff Regulation	100%			
				<b>Total Operation Expenses (VUV)</b>		4,224,156	3,653,008	571,148

