



**OFFICE OF THE
PUBLIC SERVICE COMMISSION**

**20 ANNUAL
25 REPORT**

A YEAR IN REVIEW



DISCLAIMER:

This Annual Report of the Office of the Public Service Commission (OPSC) has been prepared for reporting purposes in accordance with statutory and administrative requirements. While every effort has been made to ensure the accuracy and completeness of the information contained herein, the OPSC does not accept responsibility for any errors, omissions, or consequences arising from the use of this report. The views expressed in this report are those of the OPSC and do not necessarily reflect the views of the Government of Vanuatu or any other entity

CONTENTS

<u>Chairmans Statement</u>	05	<u>8.0. Reports from the Auditor General</u>	67
<u>Secretary's Statement</u>	07	<u>9.0. Comments by the Ombudsman</u>	66
<u>1.0. Corporate Structure</u>	09	<u>10.0. Right to Information</u>	66
<u>2.0. Corporate Overview</u>	11	<u>11.0. Decision of Courts</u>	66
<u>3.0. Human Resource Overview</u>	52	<u>12.0. Complain Mechanism</u>	69
<u>4.0. Financial Statements</u>	59	<u>13.0. Equity</u>	71
<u>5.0. Development Projects</u>	63	<u>14.0. Capital Expenditure</u>	72
<u>6.0. Statutory Bodies</u>	64	<u>15.0. Fraud</u>	72
<u>7.0. Non-Statutory Bodies</u>	64	<u>16.0. Contact Details</u>	73
		<u>17.0. Annexes</u>	74

Photo 3: Shefa Public Service Day 2025 | Reps of MoLNR Booth with Students - Source: OPSC



CHAIRMAN'S STATEMENT

The year 2025 has been one of continued reform, strengthened accountability, and institutional development for the Public Service Commission.

During the reporting period, the Commission remained firmly committed to upholding its constitutional mandate to ensure a professional, ethical, and efficient public service that delivers quality services to all citizens of Vanuatu. Key efforts focused on strengthening governance systems, enhancing performance management, reinforcing discipline across the public sector, and advancing the devolution of authority to the provincial level to better manage planning, performance, reporting, and discipline.

A major priority in 2025 has been the review of the Public Service Act. This includes the integration of performance management frameworks, improvements to decentralized service delivery, and a review of Directors' employment status—from permanent appointments to contractual arrangements—to reinforce accountability and drive improved performance.

To strengthen performance management, the Office of the Public Service Commission introduced digital tools such as Smartsheet to support the management of its business plans and the Director General's

Performance Agreements. This pilot initiative lays the groundwork for a broader rollout across ministries and departments, including the management of business plans and individual performance appraisals.

Discipline and integrity remained central to the Commission's work. Cases of misconduct were addressed through established mechanisms, including the Ministerial Disciplinary Committee, ensuring fairness, impartiality, and adherence to the rule of law.

Despite ongoing challenges, including capacity constraints and compliance gaps in performance reporting, the Commission continues to promote a culture of accountability and results-based management throughout the public service.

In 2025, the Commission also participated in regional engagements, including meetings hosted in Fiji with the support of FALE. The Chairman of the Vanuatu Public Service Commission continues to play an active role as a key stakeholder, contributing to regional dialogue and efforts to improve service delivery across the Pacific.

The Public Service Day held in Tanna placed significant emphasis on service delivery and the launching of key projects across all sectors. The week-long event highlighted the work of various ministries



Mr. METO Nganga
*Chairman of the Public Service
Commission*

***“... Together, we will
continue to build a public
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development aspirations
of Vanuatu...”***

and departments through service displays, alongside participation from private sector organizations. The event was a success, contributing to local economic growth and enhancing access to services for the people of Tanna.

Looking ahead, the Commission will focus on the following priorities:

- Strengthening compliance with performance appraisal systems
- Advancing digital transformation in public service delivery
- Building leadership capacity across all levels of government
- Promoting ethical standards and maintaining zero tolerance for misconduct
- Provide expanded training opportunities by strengthening the Vanuatu Institute of Public Administration and Management (VIPAM)'s partnerships with local and regional institutions, enabling broader access to high-quality capacity-building programs, knowledge exchange, and professional development initiatives.

On behalf of the Commission, I extend my sincere appreciation to the Government, public servants, and all stakeholders for their continued support and cooperation. Together, we will continue to build a public service that is transparent, responsive, and aligned with the development aspirations of Vanuatu.



Mr. NGANGA Meto

Chairman

Public Service Commission

SECRETARY'S STATEMENT

I am pleased to present the Annual Report of the Office of the Public Service Commission for the reporting period, prepared in accordance with the Public Service Act [CAP 246] and relevant reporting obligations. This Report outlines the Commission's key priorities, achievements, and challenges in discharging its constitutional and statutory mandate during the year under review.

The year 2025 marked a significant milestone for the Public Service Commission (PSC) and the Office of the Public Service Commission (OPSC), as all strategic priorities outlined in the 2025 Business Plan were successfully implemented under the guiding theme "Stretem Rod Blong Public Service."

This theme reflected our collective commitment to strengthening the foundations of the Public Service, improving systems and structures, workforce capability to ensure the Public Service remains fit for purpose and responsive to the needs of all citizens of Vanuatu.

Throughout 2025, the PSC advanced key reforms aimed at making the Public Service fit for purpose, with a strong focus on decentralisation, performance management, legislative reform, and institutional strengthening. The PSC Decentralisation Strategy was actioned in close collaboration with the Decentralisation Acceleration Priorities Taskforce- (DAPT) and the Department of Local Authorities, enabling more effective utilisation of human resources and extending

service delivery to provinces.

Significant progress was also achieved in strengthening the strategic direction of the Public Service through the joint development of the PSC Sector Strategy and Corporate Plan (2026–2030). This work ensured alignment with national development priorities and fostered strong engagement with sector stakeholders, including NGOs, Development Partners, and the Private Sector.

Internally, the successful restructure of the OPSC, fully compliant with endorsed Restructure Guidelines, addressed performance gaps and ensured that staffing arrangements were aligned with organisational needs. This reform was underpinned by the rollout of competency-based job descriptions, annual work plans, and strengthened performance management and appraisal systems across the Public Service

In parallel, awareness and implementation of the Public Service Staff Manual were reinforced across government, promoting consistency, fairness, and accountability in human resource management. Progress was also made in advancing major system reforms, including the Digital Transformation through the endorsement of the concept note and the funding of a Human Resource Management Information System (HRMIS) and a Planning and Performance Management Tracking System



Mr. BIBI Jean Yves

Acting Secretary

Office of the Public Service Commission

"...2025 marked a significant milestone... in strengthening a more responsive, accountable, and fit-for-purpose Public Service for all citizens of Vanuatu..."

(Smartsheet), both of which are critical to improving efficiency, transparency, and accountability.

The PSC also delivered on high-impact priorities such as improved performance agreements for Senior Executive Officers, continued use of the Panel of Peers to strengthen merit-based recruitment, implementation of Government Remuneration Tribunal determinations, clearance of backlog restructure submissions, organisational audits, and the development and implementation of new Fleet and Housing Policies across government.

The successful delivery of all priorities would not have been possible without the unwavering commitment, professionalism, and dedication of all OPSC employees. I also formally acknowledges and sincerely thanks all employees across ministries, departments, and agencies who embraced reform, adapted to change, and demonstrated resilience and accountability throughout the year.

As we move forward, the foundations laid in 2025 will continue to guide our journey toward a stronger, more responsive, and citizen-focused Public Service.

A handwritten signature in black ink is written over a circular official seal. The seal features a central emblem with a figure holding a staff, surrounded by the text 'REPUBLIC OF VANUATU' at the top and 'REPUBLICQUE DE VANUATU' at the bottom. Inside the seal, the words 'Public Service Commission' and 'Commissariat de la Fonction Publique' are visible.

Mr. Jean-Yves BIBI
Acting Secretary,
Office of the Public Service Commission

1.0 CORPORATE STRUCTURE

1.1. ORGANIZATIONAL STRUCTURE

The OPSC organizational structure comprises seven units:

1. Corporate Services Unit (CSU): The Unit is responsible for the managing the operational activities and provide administrative and secretariat support services to the Commission, OPSC, and the Disciplinary Board to perform their functions effectively and efficiently.

2. Human Resource Management Unit (HRM): is responsible for assisting Government line agencies by developing sound Human Resource systems, models, policies, processes, procedures, and practices for managing human resources and to improve individual performance in the Vanuatu Public Service.

3. Organizational Development Unit (ODU): Has the responsibility for assisting line agencies improve their organizational performance through planning, restructuring, organizational performance assessment & monitoring and reporting.

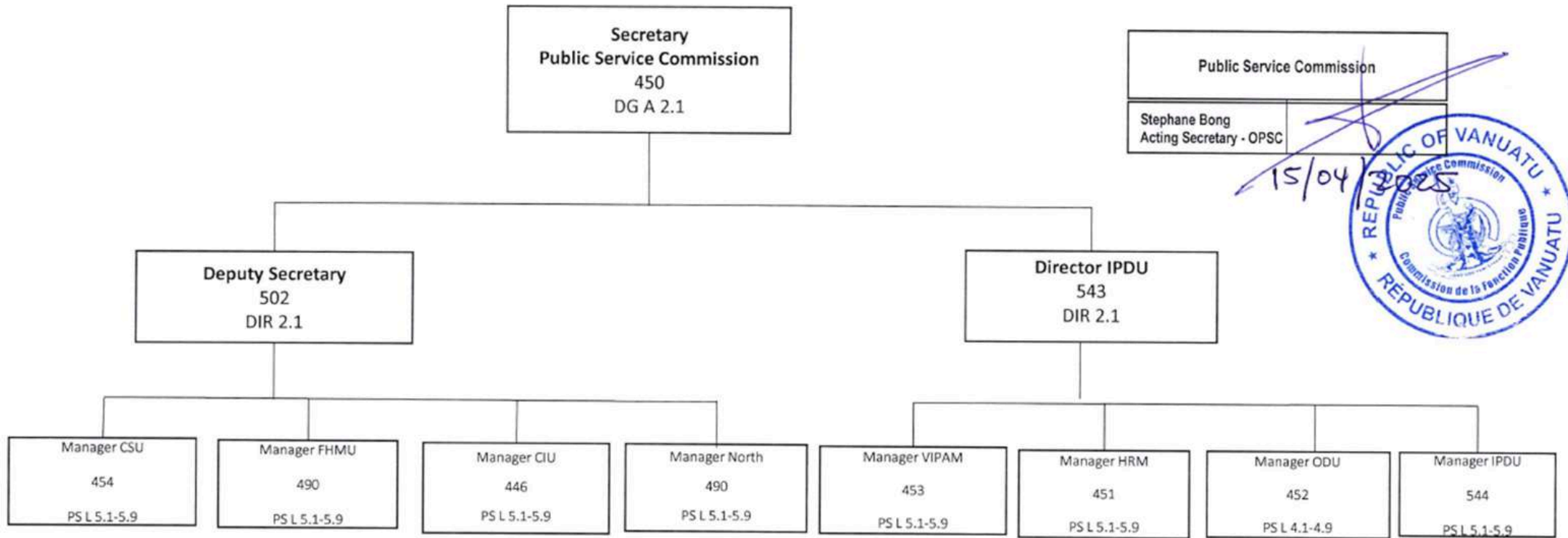
4. Human Resource Development Unit (HRDU – also known as Vanuatu Institute of Public Administration and Management (VIPAM): To develop the capacity of public service staff at all levels by providing training and other learning and development opportunities to assist in developing staff technical knowledge, skills, and attributes to perform their responsibilities effectively and efficiently.

5. Compliance & Investigation Unit: To assist Public Service Chairman and Commission, PSC Secretary, Public Service Disciplinary Board and Office of the Public Service Commission staff to perform their functions according to the legal requirements of the Public Service Act and Public Service Staff Manual and in accordance with other related rule of law.

6. Fleet and Housing Unit: To manage and administer the operations of the Government's Fleet and Housing assets through the development and implementation of sound fleet and housing policies, procedures, and practices.

7. Innovation and Policy development unit (IPDU): Established to ensure that specific policies are developed to effectively and efficiently manage the country's public sector Human Resources and their development of their skills to address gaps in our Human resource market.

The graphic below illustrates an overview of the OPSC organisational structure effective 15 April 2025. The structure was initially amended in 2022 and later revised in 2024 following the Government Remuneration Tribunal Determination, with the most recent amendment taking effect on 15 April 2025.



2.0 CORPORATE OVERVIEW

2.1. LEGAL MANDATE OF THE COMMISSION

The Public Service Commission is a Constitutional Body and derives its mandate primarily under Article 60 of the Constitution.

Article 60 of the Constitution provides that the Public Service Commission shall be responsible for the appointment and promotion of public servants, and the selection of those to undergo training courses in Vanuatu or overseas. For such purposes it may organise competitive examinations; the Commission shall be responsible for the discipline of public service staff; the Commission shall have no authority over the members of the judiciary, the armed forces, the police and the teaching services; and the Commission shall not be subject to the direction or control of any other person or body in the exercise of its functions.

2.2. MAJOR FUNCTIONS OF THE COMMISSION

The major functions of the Commission as outlined in Section 8 (1) of the Public Service Act 1998 include;

- To provide policy advice to Government on matters relating to the efficiency and effectiveness of the Public Service and in human resource development.
- The appointment and promotion of employees on merit.
- The selection or approval of those to undergo training courses overseas and for such purposes may organize competitive examinations.
- The resolution of employment disputes and discipline of employees in accordance with the PSC Act.
- To promote the code of conduct in Part 5 of the PSC Act.
- Coordinating and providing training programs in Vanuatu for, and assisting with, the training of employees.
- Subject to the provisions of any other enactment, to classify and set levels of salary and allowances and other entitlements of employees.
- To review the efficiency and economy of the Public Service in employment matters.
- For the purposes of efficient Government in employment matters, to review the establishment and approve the grading of posts.
- Coordinating and providing training programs in Vanuatu for and assisting with the training of employees.
- To provide guidelines to Director Generals, Directors and to the Public Service in managing or developing employees in good employer systems and obligations.
- To ensure the observance of the rule of law in public affairs.
- To ensure compliance with and be responsible for the administration of this Act
- To set targets for delivery of services by the Commission.
- To provide regular reports in writing to the Minister on the performance of the Commission

In carrying out its functions, the Commission must have regard to the policies of Government as communicated to the Chairman of the Commission from time to time in writing by the Minister.

2.3. STRATEGIC FRAMEWORK

VISION



Fostering a dynamic public sector with good governance principles and strong institutions delivering lawful, quality, innovative, inclusive and sustainable public services and support expected by all citizens of Vanuatu

MISSION



Providing outstanding human resource management and development services to the Public Service Workforce by supporting the Public Service and the Government through the provision of high-quality public administration and management policy advice, and best practice guidelines that produces impacts of value to the citizens of Vanuatu and ensuring the professionalism, integrity and effectiveness of the Public Service always.

APPROACH



We will work collaboratively and openly as trusted, respected and reliable partner to the Public Service and Government of Vanuatu committed to contributing to the achievement of the goals in the NSDP

VALUES

RESPECT	We have high regard for the rule of law, everyone's human and legal rights and custom and tradition. We value and respect diversity in people and take good care of and maintain respectful relationships with all our stakeholders
INTEGRITY	We are honest and sincere in our approach to ourselves, our stakeholders and our work. We ensure consistency, fairness, logic, and truthfulness in our approach
ACCOUNTABILITY	We strive to keep our promises to our stakeholders and meet agreed timeframes. We value an open and inclusive approach to ensure that our decisions are understood. We take responsibility and ownership for our actions
OBSERVANT	We listen and respond to those we serve and are vigilant and open to accepting positive changes
TEAMWORK	We value everyone's input, communicate well with each other, are supportive of each other and work together to achieve results
COMMITMENT	We are committed to our work, disciplined in the execution of our duties, are responsive and seek to improve everything we do to provide quality services
BALANCE	We value our evidence-based approach to decision making and our adaptability to ensure that we remain proportionate, consistent, fair and just.

2.4. REPORT AGAINST CORPORATE PLAN OBJECTIVES

The Corporate Plan Matrix below presents the final year of implementation of the OPSC Corporate Plan, outlining the key activities undertaken and progress made against the Office of the Public Service Commission’s priority objectives. It reflects how planned outputs were delivered and measured during the reporting period.

2.4.1. CORPORATE SERVICE UNIT					
OBJECTIVE	ACTIVITY / SERVICE	TARGET	STATUS BY 2024	STATUS BY 2025	NSDP LINK
1.1 Manage the operational activities and provide secretariate support to the Office of the Public Service Commission, and the Commission to perform their functions properly, effectively and efficiently	1.1.1 Strengthening OPSC	1.1.1.1 OPSC Structure reviewed and approved	100% Achieved - OPSC structure approved in 2022 inline with the Corporate Plan 2022-2025. Minor amendment in 2023/2024 (newly established unit - IPDU, and GRT Placements)	100% Achieved - In 2025, the OPSC undertook a further review of its organisational structure with no cost implications. The revision primarily addressed reporting lines and the distribution of workload among senior management.	SOC 6.1 & SOC 6.4
		1.1.1.2 100% Positions filled	61 % Position filled	69% Positions filled	
		1.1.1.3. Number of OPSC Capacity Building Program	34 Trainings attended (Short Term and Long Term)	35 Trainings Attended 3 Long Term 32 Short Term	
	1.1.2 Ensuring effective and efficient Office Management and Administration	1.1.2.1. Financial management system and guideline developed and implemented.	50% Achieved	50% Achieved	
		1.1.2.2. Staff welfare policy enforced	100% Achieved (PSSRM)	100 % Achieved - The Chapter 4 of the PSSRM was revised again	

2.4.1. CORPORATE SERVICE UNIT

OBJECTIVE	ACTIVITY / SERVICE	TARGET	STATUS BY 2024	STATUS BY 2025	NSDP LINK
1.1 Manage the operational activities and provide secretariate support to the Office of the Public Service Commission, and the Commission to perform their functions properly, effectively and efficiently	1.1.2 Ensuring effective and efficient Office Management and Administration	1.1.2.3. Public relations improved	60% Achieved - 1 Senior Coms Officer recruited - Monthly Newsletter and Press releases produced and advertised	100% Achieved - Check www.psc.gov.vu for monthly news letters	SOC 6.1 & SOC 6.4
		1.1.2.4. Records Management Policy developed and implemented.	80% Achieved - Draft completed and validated by the Senior management pending Commissions endorsement	100% Achieved - SOP Developed, reviewed by Executive Management, Approved by the Commission	
		1.1.2.5 Secretariat support services to the commission	100% Achieved - Structure draft developed	Not Achieved Structure has been revised to include a secretariat support to the Secretary OPSC to the Commission, unfortunately it was not approved	
		1.1.2.6. Communication Strategy developed and implemented	20% Achieved - Still in draft stage	100% Achieved - Communications Strategy Developed, approved by the Commission and launched for use	
		1.1.2.7. HRMIS effectively utilized	10% Achieved - HRMIS designed pending financial support from the Givernemnt to develop the system	67% Achieved The HRMIS Team has selected IT Galaxy Solution Ltd as the preferred partner. MBC approved an HRMIS budget of 80 million Vatu, with design and implementation scheduled for 2026.	
		1.1.2.8. Robust filing system updated and upgraded	90 % Achieved	90 % Achieved	
		1.1.2.9 Outgoing mails delivered in timely manner	100% Achieved	100% Achieved	

2.4.1. CORPORATE SERVICE UNIT

OBJECTIVE	ACTIVITY / SERVICE	TARGET	STATUS BY 2024	STATUS BY 2025	NSDP LINK
1.1 Manage the operational activities and provide secretariate support to the Office of the Public Service Commission, and the Commission to perform their functions properly, effectively and efficiently	1.1.3 Effective Coordination of planning and reporting	1.1.3.1. Reports and plans completed in a timely manner	100% Achieved	100% Achieved	SOC 6.1 & SOC 6.4
		1.1.3.2. Brief provided to Prime Minister Office when required	100% Achieved	100% Achieved	
		1.1.3.3 OPSC Corporate Plan Reviewed	10% Achieved	90% Achieved There is need for review again	
		1.1.3.4. Business Plan Reviewed	100% Achieved	100% Achieved	
		1.1.3.5. OPSC Quarterly, Half Yearly, Annual Report compelted in a timely manner	50% Achieved - Annual reports are produced but still face challenge to keep up to dates with quarterly reports	100% Achieved. Annual Report produced on time, with all quarterly and half year reports completed in timely manner	
	1.1.4. Budget Management	1.1.4.1 Effective & efficient financial management	90% Achieved	90% Achieved	
		1.1.4.2. Annual budget completed before budget submission dateline	100% Achieved	100% Achieved	
		1.1.4.3. NPP and supplementary budget completed before submission dateline	100% Achieved	100% Achieved	
		1.1.4.4. Regular financial analysis report provided to managers	50% Achieved	60% Achieved	
		1.1.4.5. Annual expenditure report completed	100% Achieved	100% Ahcieved	

2.4.1. CORPORATE SERVICE UNIT

OBJECTIVE	ACTIVITY / SERVICE	TARGET	STATUS BY 2024	STATUS BY 2025	NSDP LINK
1.1 Manage the operational activities and provide secretariate support to the Office of the Public Service Commission, and the Commission to perform their functions properly, effectively and efficiently	1.1.5. Coordination of OPSC decentralization plan	1.1.5.1 Number of OPSC functions decentralised	100% Achieved - Northern Structure created but no budget allocated from MBC	80% Achieved - A Compliance Officer was contracted to the Northern Structure. Budget is still a challenge.	SOC 6.1 & SOC 6.4
		1.1.5.2. Human, financial and physical resources secured	67% Achieved	80% Achieved	
		1.1.5.3. Office space secured	100% Achieved	90% Achieved - A new office space was identified, however efforts to move to the new location is still on-going	
		1.1.5.4. Staff Housing secured	60% Achieved - Housing secured for 3 provincial officers only but not in good conditions	70% Achieved - Housing secured for officer in Tanna - however still needs more improvement	
	1.1.6 Management of OPSC Events	1.1.6.1. Annual Public Service Day Organized	100% Achieved	100% Achieved - PS Day 2025 Main Event in Tafea, Lamenu Stadium, and also held simultaneously in all other provinces at a small-scale	
		1.1.6.2. Number of Senior Executive Retreat Organized	Not Achieved in 2024 due to the 2024 December Earthquake Event	Not Achieved - Although this was planned, however, there were other events that clashes with the proposed dates	
		1.1.6.3. Number of Commission Meeting outside of Port Vila	100% Achieved	No Commission Meetings Held Outside Port Vila	
		1.1.6.4. Number openings of Provincial OPSC Offices	100% Achieved	PSC Presence in all provinces	
		1.1.6.5. Number International and Regional Public Service Commissioners Meeting attended	100% Achieved	100% Achieved - Participation in Fono Fiji 2025.	

2.4.2. HUMAN RESOURCE MANAGEMENT UNIT

OBJECTIVE	ACTIVITY / SERVICE	TARGET	STATUS BY 2024	STATUS BY 2025	NSDP LINK
2.1. Provide effective and efficient human resource management services to line agencies in recruitment and selection	2.1.1. Strengthening of recruitment and selection policy	2.1.1.1. Recruitment and selection processes reviewed. Recruitment panel guideline finalised Number of training and awareness of recruitment and selection policies	80% Achieved Recruitment and selection guideline drafted to give effect to PSSRM and training conducted in 4 provinces.	90% Achieved - Recruitment guideline finalised. No trainings conducted	SOC 6.1 & SOC 6.4
2.2. Provide a quality standard and efficient human resource management services to line agencies in cessation of employment	2.2.1. Coordinating review of cessation policy	2.2.1.1. Number of Consultations	100% Achieved - As stated in the PSSRM	100% Achieved	
		2.2.1.2. Policy reviewed and approved			
		2.2.1.3. Number of awareness on implementation of review policy			
	2.2.2. Collaborating with relevant organization to establish a database for qualified	2.2.2.1. Number of Consultations	100 % Achieved - Pool of expert can be accessed through the OPSC website	100% Achieved - Pool of Expert used to facilitate recruitments	
		2.2.2.2. Policy Developed			
		2.2.2.3. Launching of the Policy			
		2.2.2.4. Number of awareness for implementation of policy			

2.4.2. HUMAN RESOURCE MANAGEMENT UNIT

OBJECTIVE	ACTIVITY / SERVICE	TARGET	STATUS BY 2024	STATUS BY 2025	NSDP LINK
2.2. Provide a quality standard and efficient human resource management services to line agencies in cessation of employment	2.2.3. Overseeing the establishment of a succession planning policy for key positions of the Public Service	2.2.3.1 Number of consultations	Not Achieved	25% Achieved - Still in draft	
		2.2.3.2 Policy developed			
		2.2.3.3 Launching of Policy			
		2.2.3.4 Number of awareness for implementation of policy			
2.3. Provide professional advice and quality human resource management to line agencies in benefits and allowances & entitlement.	2.3.1. Coordinating the review of benefits, allowances & entitlement policy	2.3.1.1 Number of consultations	100 % Achieved Most benefits and allowances are covered in the revised PSSRM.	100% Achieved	SOC 6.1 & SOC 6.4
		2.3.1.2 Benefits, allowances and entitlements are reviewed for subordinates & SEOs			
		2.3.1.3. Number of circular/ Awareness on reviewed policy of benefits etc.			
	2.3.2. Providing consistent advice on benefits, allowances & entitlements of the PS	2.3.2.1. Number of training or induction for HRM and OPSC staff	100% Achieved	100% Achieved	
		2.3.2.2. Common data base for accessing information regarding changes or reviewed allowances, benefits and entitlements	100% Achieved	100% Achieved	

2.3.2. HUMAN RESOURCE MANAGEMENT UNIT

OBJECTIVE	ACTIVITY / SERVICE	TARGET	STATUS BY 2024	STATUS BY 2025	NSDP LINK
2.4. Provide human resource related training and strengthen PS human Resource network.	2.4.1. Managing OPSC and Line Ministries HRs Staff Capacity Building	2.4.1.1. Number of basic HRs trainings conducted	Over 100 trainings for HR in the past 4 years	9 Trainings conducted	SOC 6.1 & SOC 6.4
		2.4.1.2 Number of PSC submission trainings Conducted			
	2.4.2. Strengthening PS Human Resource Network	2.4.1.3. PS Human resource Network charter reviewed and endorsed by PSC	100 % Achieved	-	
		2.4.1.4. Number of new initiatives on improving public service HRMs system (submission templates, practices, guidelines, policies etc.)	2 initiatives implemented	<ul style="list-style-type: none"> • 1 SEO Performance Agreement Guideline developed • 1 OPSC Succession Plan in draft • 1 Workforce Planning Guide • 1 OPSC Workforce Plan 	
	2.4.2.4 Number of meetings to discuss HRs common issues and agreed way forward	30 meetings for HROs Conducted	100% Achieved		
2.5. Review policies of individual performance management to enhance a performance oriented public service and provide a quality standard and efficient human resource management services to line agencies in individual Performances	2.5.1. Coordinating the review of individual Performance Management Policy	2.5.1.1. Performance Management policy Reviewed	100% Achieved Chapter 10 of the PSSRM	100% Achieved	
		2.5.1.2. Number of awareness	20 + Awareness's conducted to Government Ministries and Department	100% Achieved - 6 PMS	
		2.5.1.3. 100% better management of staff performance	40 % Achieved Major shortfall from Ministry Levels	75% of Permanent Employees submitted within Timeframe	
		2.5.1.4. Clear feedback mechanism through HRMIS	Not Achieved because of delay in establishment of HRMIS	Not Applicable - it is listed for 2026 BP	

2.4.2. HUMAN RESOURCE MANAGEMENT UNIT

OBJECTIVE	ACTIVITY / SERVICE	TARGET	STATUS BY 2024	STATUS BY 2025	NSDP LINK
		2.5.1.5. 100 % of staffs award and recognition	100 % Achieved	100 % Achieved	
2.6. Provide a quality standard and efficient human resource management services to line agencies in employment contract managements for SEOs	2.6.1. Establishing and providing clear policy for the recruitment, contract and monitoring of SEO's performance	2.6.1.1. Existing recruitment selection policy reviewed to reflect SEO recruitment requirement	100 % Achieved	100% Achieved	SOC 6.1 & SOC 6.4
		2.6.1.2. Clear SEO's contract guideline	100 % Achieved	100% Achieved	
		2.6.1.3. Clear SEO's monitoring and performance guideline	100 % Achieved	100% Achieved	
		2.6.1.4. SEOs disciplinary process reviewed	100 % Achieved	100% Achieved	
		2.6.1.5. Management process for SEO disciplinary issues developed	50 % Achieved Some SEOs disciplinary cases taking too long	60% Acheived	

2.4.3. PERFORMANCE IMPROVEMENT UNIT

OBJECTIVE	ACTIVITY / SERVICE	TARGET	STATUS BY 2024	STATUS BY 2025	NSDP LINK
3.1. Support and strengthen the capacity for planning and reporting operation of line Ministries and Departments	3.1.1. Overseeing planning and reporting for improved service delivery.	3.1.1.1. Number of Ministries Corporate Plans that has strongly alignment with NSDP	14 Corporate Plans 13 Ministries and 1 OPSC	All Ministry Corporate Plans to be reviewed in March 2026	SOC 6.1 & SOC 6.4
		3.1.1.2. Number of Annual reports submitted to PSC, DSPPAC and MFEM by 31st March each year	20 Annual Reports Submitted 10/14 in 2022 10/14 in 2023	14 Annual Reports Expected to be Submitted. 13 Annual Report Submitted 01 Not submitted due to COMs decision to abolish the MoYSD	

2.4.3. PERFORMANCE IMPROVEMENT UNIT

OBJECTIVE	ACTIVITY / SERVICE	TARGET	STATUS BY 2024	STATUS BY 2025	NSDP LINK
3.2 Create a conducive environment so SOEs and Statutory bodies can align themselves with government Planning and reporting guidelines	3.2.1. Assisting in planning and reporting for improved service delivery.	3.2.1.1. Number of Consultations	19 Consultations Conducted	Not longer relevant - it is now with Line Agencies	SOC 6.1 & SOC 6.4
		3.2.1.2. COM paper developed.	2 COM Papers Developed (1 for Ministries assessment report and 1 for Requesting Financial support for Verification)		
3.3. All political support staff role are clearly documented and aligned with the government planning	3.3.1. Formalizing the HRM systems of Cabinet of ministries	3.3.1.1. Number of Consultation for TOR	Not Achieved Activity outside of PSC jurisdiction	Not longer relevant - it is now with Line Agencies	
		3.3.1.2. Number of Analysis Undertaken	N/A		
		3.3.1.3. COM paper developed	N/A		
		3.3.1.4. Formalized TOR	N/A		
3.4. Assess and strengthen institutional capacity to "Fit for purpose" through organizational planning. Support implementation of line agencies organizational structures and improve organizational performance.	3.4.1. Restructuring	3.4.1.1. Number of consultations with relevant officers & authorities	2024 – 1 Approved Structure (Livestock Dept.) 2023 – 12 Approved Structures (DARD, DCIR, Audit Office, Ports and Harbour, PWD, CSU MOIA, CSU MTTCNVB, Cooperative Dept., Citizenship Office, GRT, State Office and NSA) 2022 – 10 Approved Structures (OPSC, Biosecurity, CSU MFEM, CAAV, CRIM, Labour, VEO, Immigration, DWA & VAMU)	14 Organizational Restructure Request 4 Approved	
		3.4.1.2. Functional analysis undertaken			
		3.4.1.3. Number of revised structures			
		3.4.1.4. Number of approved structures			

2.4.3. PERFORMANCE IMPROVEMENT UNIT

OBJECTIVE	ACTIVITY / SERVICE	TARGET	STATUS BY 2024	STATUS BY 2025	NSDP LINK
3.5. Strengthen provincial structures, planning and reporting process	3.5.1. Providing support and advice on provincial government restructuring.	3.5.1.1. Number of consultations	10 Consultations Conducted	100% Achieved	SOC 6.1 & SOC 6.4
		3.5.1.2. Number of revised structures	3 Consultations conducted with DGs and Directors		
		3.5.1.3. Number of functional Analyses	3 Conducted for MFEM, MTTCNVB & MALFFEB		
		3.5.1.4. Number of approved Structures	4 Provincial Consultation undertaken		

2.4.4. VANUATU INSTITUTE OF PUBLIC ADMINISTRATION MANAGEMENT (VIPAM) UNIT

OBJECTIVE	ACTIVITY / SERVICE	TARGET	STATUS BY 2024	STATUS BY 2025	NSDP LINK
4.1. increase professional competencies for public servants within line agencies.	4.1.1. Registering VIPAM as a PSET provider	4.1.1.1. VIPAM is recognized as a PSET provider	Not Achieved In progress – Still working on VQA Board Recommendations	Not Achieved	SOC 6.1 & SOC 6.4
	4.1.2. Delivering accredited courses (AC)	4.1.2.1. Number of Accredited Courses	N/A	1 under USP registration - <i>Public Service Leadership Program (PSLP)</i> 50 Learners 2 Cohorts	
	4.1.3 Coordinating External Training	4.1.3.1. Number of trainings coordinated	2022 - 0 2023 - 1 CIDCA 2024 - 4 CIDCA	3 CIDCA 69 Learners	
	4.1.4. Coordinating and monitoring long and short term training.	4.1.4.1 Number of public servants undertaking long and short-term training in-line with NHRDP priorities	122 in 2022 69 in 2023 95 in 2024	239 Public Servants undertaking studies in line with their JD	
		4.1.4.2 Number of awareness on long- and short-term training programs	2022 - 6 2023 - 6 2024 - 6	6 (1 per province)	

2.4.4. VANUATU INSTITUTE OF PUBLIC ADMINISTRATION MANAGEMENT (VIPAM) UNIT

OBJECTIVE	ACTIVITY / SERVICE	TARGET	STATUS BY 2024	STATUS BY 2025	NSDP LINK
4.1. increase professional competencies for public servants within line agencies.	4.1.5 Coordinating development programs (internship, Apprenticeship and Cadetship).	4.1.5.1 Number of placements made under the internship program.	2022 - 81 2023 - 90 2024 - 19	100% Achieved - 193 Internship New Placements 19 Internship Extensions	SOC 6.1 & SOC 6.4
		4.1.5.2. Number placement made under Apprenticeship program.	2022 - 60 2023 - 73 2024 - 144	100% Achieved - 144 Apprenticeship New Placements 41 Apprenticeship Extensions	
		4.1.5.3 Number placement made under Cadetship Program	Placement: 2022 - 57 2023 - 160 2024 - 118	100% Achieved - 92 Cadetship New Placements 69 Cadetship Extensions	
		4.1.5.4 Number of awareness on development programs	2022 - 6 2023 - 7 2024 - 6	Not Achieved	
	4.1.6. Promoting strong partnership with	4.1.6.1 No of MOU signed	5 MOU signed (SILAG, NUV, Fiji Civil Service, Australia Public Service, New Zealand Public Service)	100% Achieved - ongoing implementation of MOU's. An additional MOU with ADB	
		4.1.6.2. Established relationships with stakeholders	100 Achieved (VQA, VSP, APTC, NUV, BOP, SILAG, Fiji Civil Service, APS, NZPS, VIT, USP, 13 Ministries)	100% Achieved	
4.2. Improve Training Facilities	4.2.1. Delivering nonaccredited courses (NAC).	4.2.1.1 Number of non-Accredited Courses	2022 - 13 2023 - 20 2024 - 26	27	
	4.2.2. Revamping VIPAM	4.2.2.1 Land Spaces Secured	100 % Achieved (Ex- Don Ken Residence)	Not Achieved - The land space allocated last year (2024), was taken up by Correctional Services	
		4.2.2.2 New building constructed	Not Achieved - GIP Approved but no funding	Not Achieved	

2.4.4. VANUATU INSTITUTE OF PUBLIC ADMINISTRATION MANAGEMENT (VIPAM) UNIT

OBJECTIVE	ACTIVITY / SERVICE	TARGET	STATUS BY 2024	STATUS BY 2025	NSDP LINK
4.3. Improve training and Development Baseline Data	4.3.1 Improving data Registration system	4.3.1.1 Number of Non-Accredited Courses training attended	2022 - 263 2023 - 364 2024 - 212	27 In-house trainings (Non-accredited) 411 Learners	SOC 6.1 & SOC 6.4
		4.3.1.2 Number of inductions attended	2022 - 4 2023 - 9 2024 - 6	100% Achieved 17 PSSM Inductions conducted	
		4.3.1.3 Number of Accredited Courses training attended	N/A	239 Accredited Courses Trainings	
		4.3.1.4 Number of public servants attending long and short-term training	2022 - 122 2023 - 152 2024 - 240	100% Achieved 239 Trainings - 24 Long Term - 210 Short Term	
		4.3.1.5 Number of types of qualification	2022 VQF Level 4: 43 VQF Level 5: 4 VQF Level 7: 3 VQF Level 8: 1 VQF Level 9: 13 VQF Level 10: 2 2023 VQF Level 4: 50 VQF Level 5: 7 VQF Level 7: 5 VQF Level 8: 5 VQF Level 9: 11 VQF Level 10: 7 2024 VQF Level 4: 204 VQF Level 5: 4 VQF Level 7: 16 VQF Level 8: 3 VQF Level 9: 13 VQF Level 10: 0	2025 Long and Short Term Outsourced Trainings <ul style="list-style-type: none"> • Bachelor: 9 • Certificate: 216 • Diploma / Advance Diploma: 3 • Master: 10 • Post Graduate: 1 	

2.4.4. VANUATU INSTITUTE OF PUBLIC ADMINISTRATION MANAGEMENT (VIPAM) UNIT

OBJECTIVE	ACTIVITY / SERVICE	TARGET	STATUS BY 2024	STATUS BY 2025	NSDP LINK
4.3. Improve training and Development Baseline Data	4.3.1 Improving data Registration system	4.3.1.6 Number of students attending work attachment	2022 - 57 2023 - 160 2024 - 118	100% Achieved - 193 Internship New Placements 19 Internship Extensions	SOC 6.1 & SOC 6.4
		4.3.1.7 Number of students attending apprenticeship	2022 - 60 2023 - 73 2024 - 114	100% Achieved - 144 Apprenticeship New Placements 41 Apprenticeship Extensions	
		4.3.1.8 Number of new graduates attending internship quarterly newsletter (publication)	2022 - 81 2023 - 90 2024 - 193	100% Achieved - 92 Cadetship New Placements 69 Cadetship Extensions	
4.4. Provide Clear information to Commission through Submissions	4.4.1 Providing advice and clear recommendation to the Commission	4.4.1.1 Number of Submission to commission	Not Recorded	Not recorded	
		4.4.1.2 Number of Decisions Actioned Effectively	Not Recorded	Not recorded	

2.3.5. COMPLIANCE AND INVESTIGATION UNIT

OBJECTIVE	ACTIVITY / SERVICE	TARGET	STATUS BY 2024	STATUS BY 2025	NSDP LINK
5.1 Provide effective and efficient Compliance Services to ensure ethical, accountable and responsive to Government line Agencies.	5.1.1. Public Service Act-Review [Cap246]	5.1.1.1. Number of consultations conducted	1 wider Consultation from all 6 provinces conducted	100% Achieved	SOC 6.1 & SOC 6.4
		5.1.1.2. Drafting instruction completed, endorsed by PSC	100 % Achieved	100% Achieved	
		5.1.1.3. Submission of endorsed draft instruction to SLO	100 % Achieved	100% Achieved	

2.4.5. COMPLIANCE AND INVESTIGATION UNIT

OBJECTIVE	ACTIVITY / SERVICE	TARGET	STATUS BY 2024	STATUS BY 2025	NSDP LINK
5.1 Provide effective and efficient Compliance Services to ensure ethical, accountable and responsive to Government line Agencies.	5.1.2. Providing legal support to Commission	5.2.1.1. Effective management of Commission decisions	100 % Achieved	100% Achieved	SOC 6.1 & SOC 6.4
		5.2.1.2. Number of Submissions	150+ Submission prepared to the Commission	19 Submissions	
		5.2.1.3. Legal Advice	60 + Advice obtained from OAG	34/37 Lega Advice obtained from OAG	
		5.2.1.4. 100% reduction of litigation claims	70 % Achieved	70% Achieved	
	5.1.3. Providing awareness program	5.3.1.1. 100% of the Public Servant are aware of the Public Service Act, and Leadership Code and Employment Act.	50 % Public Servants	50% Achieved Awareness Programs	
	5.1.4. Supporting Administration	5.4.1.1. Effective/quality/timely work provided	100% Achieved	50% Achieved	
		5.4.1.2. Pending matters reduced by 25%	90% Achieved	90% Achieved	
		5.4.1.3. Updated records management	100 % Achieved	100% Achieved	
	5.1.5. Managing Discipline	5.5.1.1. Number of Disciplinary Cases reduced annually compared to previous year	2020 – 7 cases 2021 – 13 cases 2022 – 15 cases 2023 – 11 cases 2024 – 9 cases	20 Registered Cases in 2025 3 Re-instated	
		5.5.1.2. Quality compliance assessment and submission	90 % Achieved Needs improvement	80% Achieved	
	5.1.6. Undertaking Investigation	5.6.1.1. Investigation guideline finalised	80 % Achieved	100% Achieved	
		5.6.1.2. Number of Investigation conducted in a professional and timely manner	70 % Achieved Need improvemen	70% Achieved	

2.4.5. COMPLIANCE AND INVESTIGATION UNIT

OBJECTIVE	ACTIVITY / SERVICE	TARGET	STATUS BY 2024	STATUS BY 2025	NSDP LINK
5.1 Provide effective and efficient Compliance Services to ensure ethical, accountable and responsive to Government line Agencies.	5.1.6. Undertaking Investigation	5.6.1.3. Collaborative compliance operation Conducted	100% Achieved	100% Achieved - A few delays in information, but overall improved	SOC 6.1 & SOC 6.4
		5.6.1.4. All standard reporting template developed	100% Achieved (PSSRM)	100% Achieved	
	5.1.7 Providing Instruction to SLO	5.7.1.1 Evidence Based Instruction provided	100% Achieved	100% Achieved	
		5.7.1.2 Effective and timely instruction to SLO	100% Achieved	100% Achieved - Delay in receiving advice from SLO	
		5.7.1.3 Effective management of cases	70 % Achieved (Absence of CMS, manager position vacant for too long)	75% Achieved - Still pending CMS	
	5.1.8 Producing Summary of court of appeal Judgements to inform interpretation, advice, instruction, resolution of issues, judgement and decision-making	5.8.1.1 Number of Employment related Civil Case Analysed and used for Advice.	15 Related civil cases	9 Related Civil cases	
		5.8.1.2 Effective and updated interpretation of Public	100% Achieved	100% Achieved	
		5.8.1.3 Effective management of lawful instructions from commission decisions	100 % Achieved	100% Achieved	
		5.8.1.4 Effective management of ongoing issues	100 % Achieved	100% Achieved	

2.4.6. FLEET AND HOUSING MANAGEMENT UNIT

OBJECTIVE	ACTIVITY / SERVICE	TARGET	STATUS BY 2024	STATUS BY 2025	NSDP LINK
6.1 To manage and monitor the Government Vehicles and to provide secretariat support to the Office of the Public Service Commission, and the Public Service Commission.	6.1.1 Developing Fleet Management Policy	6.1.1.1 Number of consultations conducted	Not yet Started	100% Achieved - Fleet Policy Approved by Commission	SOC 6.1 & SOC 6.4
		6.1.1.2 Policy drafting completed	50 % Completed		
		6.1.1.3 Submission of endorsement to the Public Service Commission	Not Achieved		
	6.1.2 Strengthening the functions of the Fleet management committee (FMC)	6.1.2.1 Appointment of the FMC members	100 % Achieved	100% Achieved	
		6.1.2.2. Number of meetings	8 Meetings Held		
		6.1.2.3. FMC functions reviewed	100 % Achieved		
	6.1.3. Establishing a system to record Asset	6.1.3.1. HRMIS module developed	N/A	100% Achieved - PUMIS records fleet data	
		6.1.3.2. Quarterly report provided for housing and fleet	Not Achieved		
		6.1.3.3. Complaint reduced	Unknown		
		6.1.3.4. Maintain communication	100 % Achieved		
	6.1.4. Managing Fleet remotely	6.1.4.1. Number of Vehicle applications approved after working hours	More than 100 requests per year	Approved 659/704 requests for after working hours	
		6.1.4.2. Monthly dashboard	Not Achieved	Not Achieved	
	6.1.5. Evaluate and recommend purchasing of Government Vehicles	6.1.5.1. Inspection reports	Unknown	70% Achieved - 2 provinces yet to go	
		6.1.5.2. Valuation report	Unknown	100% Achieved	
		6.1.5.3. Recommendation to purchase government Vehicle	100 + vehicles approved for purchase	100% Achieved	

2.4.6. FLEET AND HOUSING MANAGEMENT UNIT

OBJECTIVE	ACTIVITY / SERVICE	TARGET	STATUS BY 2024	STATUS BY 2025	NSDP LINK
	6.1.6. Managing misuse of Vehicles	6.1.6.1. Incidental reports	Not Recorded	5 Incident Reports (Accidents, Drink & Drive, Misuse)	SOC 6.1 & SOC 6.4
		6.1.6.2. Number of Submissions to FMC	100 + Vehicle Purchased	100% Achieved	
6.2 To manage and monitor the Government residential building and provide secretariat support to the Office of the Public Service Commission, and the Commission to perform their functions properly, effectively, and efficiently	6.2.1. Developing Housing Management Policy	6.2.1.1. Number of consultations conducted	1 Consultation held	100% Achieved	
		6.2.1.2. Policy drafting completed	80 % Complete		
		6.2.1.3. Submission of endorsement to the Public Service Commission	Not Achieved		
	6.2.2. Developing housing inspection guideline	6.2.2.1. Number of consultations conducted	Not yet Started	25% Achieved - Still in draft	
		6.2.2.2. Policy drafting completed	N/A		
		6.2.2.3. Submission of endorsement to the Public Service Commission	N/A		
	6.2.3. Undertaking renovation of Government residential houses	6.2.3.1. Informed Building assessment report	20 % Achieved	100% Achieved	
		6.2.3.2. Procurement process endorsed and completed	100% Achieved		
		6.2.3.3. Renovation report	No Report produced		
	6.2.4. Undertaking market value of Government residential houses	6.2.4.1. Assessment reports	Not Achieved	Not Achieved	
6.2.4.2. Valuation for Government residential houses endorsed by the Public Service Commission		N/A			

2.4.6. FLEET AND HOUSING MANAGEMENT UNIT

OBJECTIVE	ACTIVITY / SERVICE	TARGET	STATUS BY 2024	STATUS BY 2025	NSDP LINK
	6.2.5. Establishing housing management committee	6.1.11.1. Appointment of the HMC members	Not Yet Started	100% Achieved	SOC 6.1 & SOC 6.4
		6.1.11.2. Number of meetings	N/A		
		6.1.11.3. HMC functions reviewed	N/A		

2.4.7. INNOVATIONS AND POLICY DEVELOPMENT UNIT

OBJECTIVE	ACTIVITY / SERVICE	TARGET	STATUS BY 2024	STATUS BY 2025	NSDP LINK
7.1 Manager the operational activities and provide secretariate support to the Office of the Public Service Commission, and the Commission to perform their functions properly, effectively and efficiently	7.1.1. Innovations and Development	7.1.1.1. Number of Innovative HRM reforms developed and implemented	8 Innovative HRM Reforms initiated (different guidelines, ,)	<ul style="list-style-type: none"> • 1 Smartsheet - BP Monitoring System Introduced and piloted with the Office of the Public Service Commission Business Plan 2025 • Decisions App for Minute Taking • SEO Performance Agreement reviewed • Individual Competency - based Performance Appraisal Forms Revised • Establishment of Networks • OPSC Branding Developed • Workforce Planning Developed 	SOC 6.1 & SOC 6.4

2.5. REPORT AGAINST ANNUAL DEVELOPMENT REPORT (ADR) TARGETS - NSDP

ALIGNMENT

Under the NSDP monitoring and evaluation framework that reports on the Annual Development Report targets, the Office of the Public Service Commission reports on two Policy Objectives:

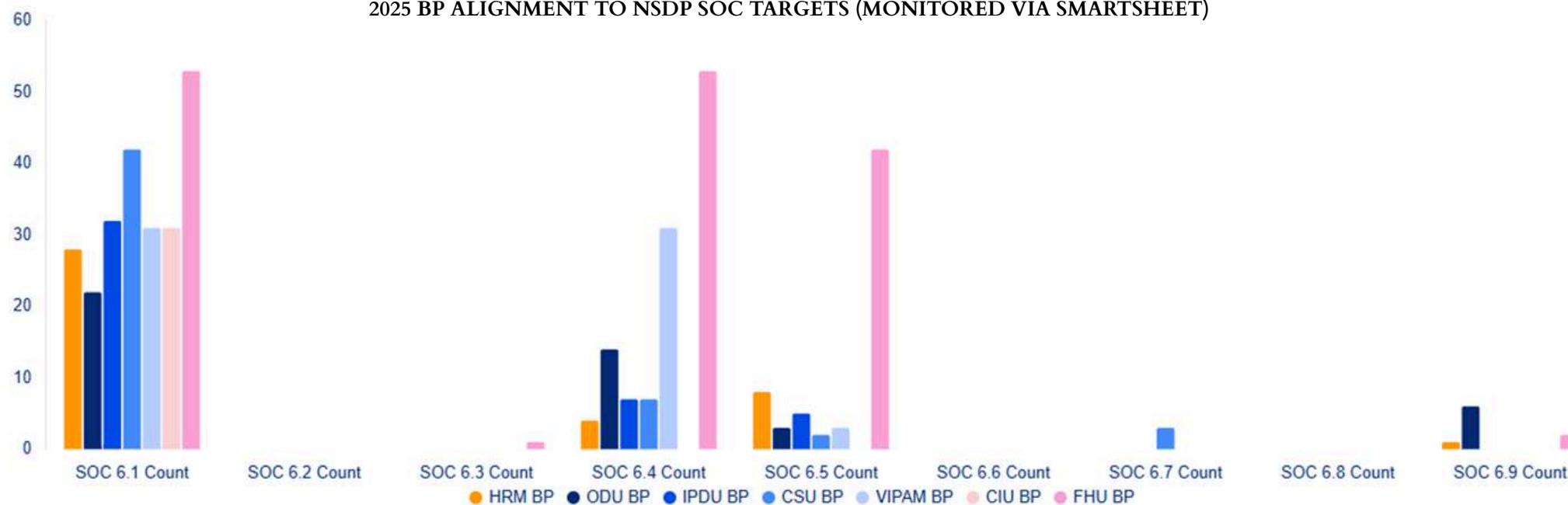
- **SOC 6.1:** Enhance the capacity and accountability of public officials, and ensure the impartiality and effectiveness of performance management systems
- **SOC 6.4:** Strengthen national institutions to ensure that are cost-effective and well-resourced to deliver quality public services

The tabular report below provides the most recent update on the indicators of these two policy objectives.

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

POLICY OBJECTIVE	SMART INDICATORS	TARGET 2030	BASELINE	SDG ALIGNEMENT	STATUS BY 2024	STATUS BY 2025
SOC 6.1: Enhance the capacity and accountability of public officials, and ensure the impartiality and effectiveness of performance management systems	SOC 6.1.1 Reduction in annual Employment Disciplinary Board decisions	By 2030 reduce by 50%	Baseline, 2017 Source - PSC Pending baseline Source – VIPAM, PSC	16.6 16.6.1 (Tier 1) 16.6.2 (Tier 3)	2020 – 7 cases 2021 – 13 cases 2022 – 15 cases 2023 – 11 cases 2024 – 9 cases	20 registered cases in 2025
	SOC 6.1.2 Annual number of public officials receiving relevant qualifications through VIPAM and other government program	By 2030 increased by 50%			69 Public Servants in 2023 95 Public Servants in 2024	236 Trainings (24 Long term trainings, 212 Short Term Trainings)
SOC 6.4: Strengthen national institutions to ensure that are cost effective and well-resourced to deliver quality public services	SOC 6.4.1 Proportion of BP objectives met as reported in department ARs	By 2030 100%	Baseline: 2017 total of 46 departments and rate at approx. 60% Source PSC records	16.6 16.6.1 (Tier 1)	61 % Achieved	<ul style="list-style-type: none"> • 13/14 Ministries including OPSC submitted AR <ul style="list-style-type: none"> ◦ 77% of ministries have moderate to strong BP-AR alignment (Grade B) ◦ Only 8% reach excellent alignment (Grade A) ◦ Around 23% (C + D) show weak to poor alignment - <p><small>Source: Organization Performance Report - 2025</small></p>

2025 BP ALIGNMENT TO NSDP SOC TARGETS (MONITORED VIA SMARTSHEET)



Reference: The Office of the Public Service Commission, Business Plan 2025 Report - Sources: OPSC Monitoring and Evaluation Platform (Smartsheet)

In 2025, the Office of the Public Service (OPSC) delivered a set of Business Plan activities aligned specifically to the NSDP Pillar 6 SOC targets presented in the report. These were the only NSDP targets with which OPSC’s work aligned, and no activities were linked to other NSDP pillars. The majority of contributions were concentrated under SOC 6.1 and SOC 6.4, reflecting OPSC’s core strategic focus on strengthening public service systems and workforce capability. Additional inputs were recorded under SOC 6.5, largely through FHU BP.

Targets with no recorded counts represent areas that were not aligned within the service the OPSC provides. All activities were monitored and tracked through Smartsheet, ensuring consistent and transparent oversight throughout the reporting period.

2.6. REPORT AGAINST 2026 BUDGET NARRATIVE

2.6.1: PUBLIC SERVICE COMMISSION

Program CJAA: PUBLIC SERVICE COMMISSION

Program Cost: 313,494,020 VT

Mandate Statement

The Public Service Commission is a Constitutional and Statutory body and derives its mandate primarily under Article 60 of the Constitution. Article 60 of the Constitution provides that the PSC shall:

- be responsible for the appointment and promotion of public servants and the selection of those to undergo training courses in Vanuatu or overseas. For such purposes, it may organize competitive examinations.
- be responsible for the discipline of public service employees.
- have no authority over the members of the judiciary, the armed forces, the police, and the teaching services.
- not be subject to the direction or control of any other person or body in the exercise of its functions.

Major functions of the Commission include:

- to provide policy advice to the Government on matters relating to the efficiency and effectiveness of the Public Service and in human resource development.
- the appointment and promotion of employees on merit.
- the resolution of employment disputes and discipline of employees in accordance with the PSC Act.
- to promote the code of conduct in Part 5 of the PSC Act.
- coordinating and providing training programs in Vanuatu for, and assisting with, the training of employees.

- to provide guidelines to Director Generals, Directors and to the Public Service in managing or developing employees in good employer systems and obligations.
- to ensure the observance of the rule of law in public affairs.
- to ensure compliance with and be responsible for the administration of the Public Service Act.
- to set targets for the delivery of services by the Commission.
- to provide regular reports in writing to the Minister on the performance of the Commission.

In carrying out its functions, the Commission must have regard to the policies of the Government, its independence, not be subject to the direction or control of any other person or body and have regard to its obligation to act as a “good employer”.

The Commission’s duty to act as a good employer includes to ensure the fair and proper treatment of employees in all aspects of their employment; the selection of persons for appointments and promotion to be based upon merit; promote good and safe working conditions. In addition, the encouragement and enhancement of the abilities of individual employees and to promote and encourage an equal opportunities programme to make the *Public Service the Employer of Choice in Vanuatu*.

2.6.2: CORPORATE SERVICES UNIT

Activity CJAA: Corporate Services Unit (CSU)

Activity CJAA: Commission

Activity Cost: 71,679,992 VT

Mandate Statement

The Corporate Services Unit manages the operational activities and provides secretariat support to the Office of the Public Service Commission, and support to the Commission to perform their functions properly, effectively and efficiently.

OBJECTIVE	MEANS OF SERVICE DELIVERY	DESCRIPTIONS	QUANTITY	UNIT OF MEASURES	STATUS BY 2025
1. To provide Secretariat support to the Commission and the Disciplinary Board to perform their functions compliantly, effectively and efficiently;	1.1 Provide Secretariat support to the Public Service Commission with well-administered, regular PSC Commission & Disciplinary Board Meetings.	1.1.1. PSC Commission Meetings held & Minuted	25	Meeting Minutes	100% Achieved <ul style="list-style-type: none"> • 28 Commission Meetings • 3 Flying Minutes
2. To improve Corporate Service Unit functions through development of legislation, inclusive policy, strategies to meet GoV priorities;	2.1 Launch and Implement New Medical Benefit Policy	2.1.1. Launch and implement	1	Medical Benefit Policy	70% Achieved A draft is in place, pending comments for finalization. Also initiated consultations.
3. To provide coordination of OPSC planning and reporting & resources allocation	3.1 Ensure 100% compliance for OPSC with GoV reporting planning & budget requirements	3.1.1. OPSC Reports provided on time as per GoV Reporting & Planning Cycle OR MBC Submission on time OR Annual Report on time to Parliament	100%	GoV Reporting Cycle compliance	100% Achieved <ul style="list-style-type: none"> • 1 Annual Report

OBJECTIVE	MEANS OF SERVICE DELIVERY	DESCRIPTIONS	QUANTITY	UNIT OF MEASURES	STATUS BY 2025
4. To improve OPSCs Human Resources & Organizational Justice framework through improved staffing, severance, and related strategies	4.1 Submit NPPs for staffing & severance	4.1.1. NPP for OPSC vacant positions and Provincial Offices re-structure	2	NPPs submitted	100 % Achieved
5. To develop and implement Manuals & Standard Operating Procedure for OPSC	5.1 Implement Manuals & Standard Operating Procedure for OPSC	5.1.1. Implement Manuals & Standard Operating Procedure for OPSC	1	Manual and Operating Procedures Developed	100% Achieved - Records SOP Approved and launched
6. To improve quality, decentralized service delivery & operational best practice through capacity building and ICT (HRMIS, Intranet & OPSC Office access)	6.1 Identify and implement an ICT based HR management framework across whole of Public Service; (IPDU Budget Narrative)	6.1.1. HRMIS identified, Design and Develop	100%	HRMIS identified, Design and Develop	67% Achieved The HRMIS Team has selected IT Galaxy Solution Ltd as the preferred partner. MBC approved an HRMIS budget of 80 million Vatu, with design and implementation scheduled for 2026.
7. To provide coordination and support for events and activities across the Public Service.	7.1 Support organization and financial support of Public Service Day across all GoV Ministries and provinces	7.1.1. Public Service Day across all GoV Ministries and provinces with additional funding through NPP	1	Funding approved and Public Service Day held in all Provinces with NPP funding	100% Achieved A 10 million Vatu NPP for PS Day 2026 in Torba Province was presented to MBC on 06 August 2025 but was not approved and will be resubmitted to seek funding next year.

2.6.3: HUMAN RESOURCE MANAGEMENT UNIT

Activity CJAB: Human Resource Management Unit (HRMU)

Activity Cost: 46,008,812 VT

Mandate Statement

The Human Resource Management (HRM) Unit exists to make sure that recruitment and promotions of employees are transparent, impartial, and fair in a timely manner. This will be achieved in part by dealing with issues of poor performance before they become disciplinary offences and by ensuring the range of terms and conditions of service are fair, equitable, and meet the needs of employees and of PSC as the employer.

The HRM Unit will provide support to deliver fair treatment of employees in all aspects of their employment to build a sustainable, well-managed and efficient workforce for the Vanuatu Public Service (VPS). HRM data will be up-dated, accurate and accessible as per the Right to Information (RTI) Act. Sustainable, well managed and efficient succession & career planning for the VPS will be in place.

By improving the PSC image and promoting the Vanuatu Public Service (VPS) human resource management culture through well-managed HRM strategies will link employees' performance to organisational goals and support the VPS as the "Employer of Choice."

OBJECTIVE	MEANS OF SERVICE DELIVERY	DESCRIPTIONS	QUANTITY	UNIT OF MEASURES	STATUS BY 2025
1. Disseminate new Public Service Staff Manual, liaising with VIPAM to schedule & deliver a PSSM training program;	1.1. Public Service Staff Manual awareness and training delivery across six provinces;	1.1.1. PSSM training delivered across six provinces in partnership with VIPAM	1	PSSM training report in Annual Report	50% Achieved
2. Provide support on HRM issues to HRMs and HROs in Vanuatu Government Ministries & agencies;	2.1. Provide support and advice to HRMs and HROs in Ministries & agencies through HR network;	2.1.1. HR network delivers prioritized training identified by HR survey	1	HRM Network funded to deliver priority training	100% Achieved
3. Provide a quality standard and efficient human resource management services through establishment training and use of an integrated HRMIS system;	3.1. Support the trial and implementation of HRMIS system;	3.1.1. HRMIS in use to provide up-to-date data on personnel & HR issues for evidence-based decision making	100%	HRMIS developed module in use	75% Achieved Developed Flowchart (PSSM Chpt 3,4,7 & 10). Pending HRMIS Employee detail update

OBJECTIVE	MEANS OF SERVICE DELIVERY	DESCRIPTIONS	QUANTITY	UNIT OF MEASURES	STATUS BY 2025
4. Provide professional HRM advice and quality human resource management to line agencies in the area of Competency Based Job Descriptions, recruitment, contracting, selection, PMR appraisals, benefits, allowances & entitlement, cessation of employment & Succession Planning;	4.1. HRM advice and quality human resource management to line agencies in the area of Competency Based Job Descriptions, recruitment, contracting, selection, PMR appraisals, benefits, allowances & entitlement, cessation of employment & Succession Planning;	4.1.1. PMR reporting compliance tracked	1	Annual report provides details of 13 Ministries compliance to PMR	75 % Achieved
5. Provide continuous review and drafting of HRM policies and procedures to improve HRM practices and processes in the Vanuatu Public Service.	5.1. OPSC HRD Plan to improve HRM practices and processes in the Vanuatu Public Service progress	5.1.1. HRD Plan for OPSC	1	OPSC HRD Plan	75 % Achieved
6. Strengthen operations of OPSC through restructure, filling of vacant positions and decentralisation of services	6.1 Implement PSC Decentralisation Strategy with NPPs for vacant posts, transfers, ITC & office cost, particularly for decentralisation of services to the provinces	6.1.1. PSC Decentralisation strategy implemented	1	NPP for decentralised position costs	100 % Achieved complete Tafea draft report and its recommendations

2.6.4: ORGANIZATION DEVELOPMENT UNIT

Activity CJAC: Organization Development Unit (ODU)

Activity Cost: 20,922,232 VT

Mandate Statement

The Organizational Development Unit (ODU) has the responsibility for assisting Government Ministries through:

1.1 Organizational performance through Planning and Reporting;

2.1 Organizational establishment in terms of “Fit for Purpose” organizational restructures and competency-based Job Descriptions;

ODU promotes organizational performance through assessment and feedback as well as awards and recognition.

OBJECTIVE	MEANS OF SERVICE DELIVERY	DESCRIPTIONS	QUANTITY	UNIT OF MEASURES	STATUS BY 2025
1. Develop, validate and implement planning and reporting guidelines to improve performance delivery;	1.1 Support roll-out of planning and reporting guidelines to Ministries.	1.1.1. Participation in training program through VIPAM on Report & Planning Guidelines	1	Provincial Training Program	100% Achieved Continued presentation of existing guidelines & restructuring, mainly covered in the PSSM.
2. Support appraisal, analysis, approval & implementation of line agencies restructures to be “Fit for Purpose” to improve organizational performance and decentralized service delivery.	2.1 Appraise restructure submissions against restructure guidelines	2.1.1. Restructure Submissions processed in compliance with Restructure Guidelines	1	Restructure Submissions processed	100 % Achieved Audited restructures; MIPU completed JDs, others in progress. NDMO assessed, no approvals yet. PSSM procedures tracked via database.
3. Strengthen Annual Report processes & submission to April Parliament Sitting to promote institutional compliance & transparency in utilization of allocated resources	3.1 Track number of compliant Annual Reports provided by Ministries & agencies on time	3.1.1. PSC Annual Report provides report on numbers of compliant Ministry Annual Reports submitted on time	1	Table in OPSC Annual Report provides	100% Achieved

OBJECTIVE	MEANS OF SERVICE DELIVERY	DESCRIPTIONS	QUANTITY	UNIT OF MEASURES	STATUS BY 2025
4. Undertake Performance Auditing of Ministries & Agencies to ascertain organizational development & performance	4.1 Undertake Performance Audits of Government Ministries and agencies	4.1.1. Performance Audit Report on line Ministries Annual Report Audit outcomes	1	OPSC Annual Report provides list of Performance Audits	100 % Achieved
5. Strengthen provincial structures, planning and reporting processes for decentralized service delivery	5.1 Support VIPAM to deliver workshops in provinces to strengthen planning reporting and delivery strategies	5.1.1. In close cooperation with VIPAM, Rolling Program of national and provincial training on restructure processes	1	Provincial training undertaken & reported in OPSC Annual Report	100 % Achieved

2.6.5: INNOVATION AND POLICY DEVELOPMENT UNIT

ACTIVITY CJAC: INNOVATION AND POLICY DEVELOPMENT UNIT (IPDU)

Activity Code: 19AI

Activity Cost: 16,420,700 VT

Mandate Statement

The Innovation and Policy Development Unit (IPDU) in the Office of the Public Service Commission's (OPSC) has been established to drive institutional improvements, policy development and innovation across all agencies in the Vanuatu Public Service in an increasingly complex operational context of human and financial resource constraints, Climate Change and Disaster Risk Reduction, globalization, Right To Information (RTI), human rights and social inclusion, political change, policy proliferation, rapidly changing ways of doing business and Information & Communication Technology (ICT) innovation and Cyber Security threats.

The IPDU exists to explore how to support the delivery of the targets of the National Sustainable Development Plan (NSDP), the Vanuatu National Human Resources Development (HRD) Plan (2020 – 2030) and decentralization strategies to “future fit” the Vanuatu Public Service to become proactive in the face of challenge and change. The IPDU will progress a Whole of Government strategy not a piecemeal approach to mitigate operational risks through innovative responses by identifying pivotal operational & policy gaps and to drive forward reforms for an effective, efficient and transparent Public Service to deliver NSDP SOC 6.

OBJECTIVE	MEANS OF SERVICE DELIVERY	DESCRIPTIONS	QUANTITY	UNIT OF MEASURES	STATUS BY 2025
1. Improve the legislative and policy framework by identifying and addressing policy and legislative gaps;	1.1 Progress policy development and approval to underpin reform in the Public Service and improvements in decentralized service delivery & performance;	1.1.1. Implementation of Phased Provincial Government Decentralization strategy	1	Phased Strategy Report	100% Achieved Draft completed and water mark pending Commission endorsement
2. Progress ICT innovation and digital transformation through performance improvements through the development of a Human Resource Management Information System (HRMIS);	2.1 Develop Concept Note to secure funding for trial & use of PSC HRMIS	2.1.1. Support development and trial of base modules for PSC HRMIS	3	HRMIS modules trialed	Not Achieved - NPP was not approved

OBJECTIVE	MEANS OF SERVICE DELIVERY	DESCRIPTIONS	QUANTITY	UNIT OF MEASURES	STATUS BY 2025
3. Represent the Public Service at public fora to improve public perceptions of client/service delivery and understanding of the roles, opportunities and challenges faced by the Public Service;	3.1 Participate in public events & strategies to improve awareness, outreach & performance of the role of the Public Service;	3.1.1. Survey of public perceptions of the PSC to identify performance improvements in customer service standards	1	Survey findings & recommendations	100% Achieved
4. Liaise with sector stakeholders, regional agencies, MOU signatories and Development Partners to improve the resourcing (equipment, ICT programming, funds/grants and technical support) for the Public Service;	4.1 Participate in discussions with sector stakeholders, MOU signatories, regional agencies and Development Partners	4.1.1. Seek extension of US Aid support for the Promoting Just Engaged Civic Minded & Transparent (PROJECT) Governance project	1	US Aid agreement to extend PROJECT	Not Achieved - Due to new USAID Policy to cease funding support
5. Operationalize the IPDU through staffing, contracting and resource identification to progress the effective function and mandated purpose of the IPDU	5.1 Operationalize the IPDU through short contracts and staffing of IPDU positions	5.1.1. M&E Officer contracted and providing M&E reports for evidence-based decision making in the PSC	1	M&E Officer	Not Achieved - M&E Network established through ODU

2.6.6: COMPLIANCE AND INVESTIGATION UNIT

Activity CJAE: Compliance & Investigation Unit (CIU)

Activity Cost: 29,707,232 VT

Mandate Statement

The Unit, renamed as the Compliance & Investigations Unit, seeks to provide effective and efficient Compliance Services to ensure ethical, accountable and responsive to Government line Agencies. The Compliance & Investigations Unit provide assistance to the PSC Secretariat, PSC Chairman and Secretary, the Public Service Commission and the Public Service Disciplinary Board to perform their functions according to legal requirements, and to ensure their functions are carried out properly effectively and efficiently, undertaking compliance and investigations as directed.

OBJECTIVE	MEANS OF SERVICE DELIVERY	DESCRIPTIONS	QUANTITY	UNIT OF MEASURES	STATUS BY 2025
1. Provide direct legal support to Commission, Chairman OPSC Secretary and PSDB as and when required;	1.1. Legal advice provided to Commission, Chairman, OPSC Secretary and PSDB;	1.1.1. Report of legal advice offered included in OPSC Annual Report	1	Report on legal advices	96% Achieved Compliance Update (Jan–Sep 2025): MDC now leads issue assessment; Compliance Network phased out. CIU focuses on MDC training. Awareness 25%, appointments 20%, inductions 5%.
2. Coordinate the Public Service Discipline Board process;	2.1. Administer the Public Service Discipline process with case reporting provided for PSDB Disciplinary Cases;	2.1.1. Annual Report table demonstrates number of Disciplinary Cases reduces annually compared to previous year	1	Report in Annual Report details numbers and outcomes	95% Achieved
3. To maintain in a coordinated manner and/ or minimize the legal impact of actual legal challenges (Court Cases) issued for/ against PSC and Line Ministries to minimize cases to reduce costs to government.	3.1. Argue and defend cases to avoid increase in costs to government;	3.1.1. Report of legal cases offered relating to Drafting Instructions on litigation	1	Report of legal advice/litigation instructions	100% Achieved
	3.2 Identify purchase and operationalize a CMS system to track files with recurrent NPP to pay for annual license fees;	3.2.1. CMS tracking system purchased recurrent NPP	1	CMS system purchased	60% Achieved System Identified, pending funding source

OBJECTIVE	MEANS OF SERVICE DELIVERY	DESCRIPTIONS	QUANTITY	UNIT OF MEASURES	STATUS BY 2025
4. Liaise with Attorney General's Office (OAG) on PSC legislation matters;	4.1 Provide Drafting Instructions to Attorney General's Office (OAG);	4.1.1. Number of legal advices requested and received	1	Annual Report provides details	34/37 Advice obtained from OAG
5. Provide support in reviewing the Public Service Policies through review of PSSM;	5.1 Support implementation and awareness program of PSSM	5.1.1 Roll out awareness program on revised PSSRM	1	Annual Report provides details	5 Awareness Programs
6. Undertake review of PS Act provisions for potential amendment;	6.1 Oversee implementation of the PS Act amendment	6.1.1. Awareness of the Public Service Amendment Act	1	Public Service Amendment Act published and disseminated to stakeholders	100% Achieved Devolve of Performance, Reporting and Discipline Powers to SGs

2.6.7: HUMAN RESOURCE DEVELOPMENT UNIT

Activity CJAD: Human Resource Development Unit (HRDU)

Activity Cost: 38,546,792 VT

Mandate Statement

This unit has a mandate to ensure that the Public Servants have access to and undertake professional capacity development. These are in-line with the directives set under the Society Pillar 6 of the Vanuatu National Sustainable Development Plan and the National Human Resource Development Plan to increase the level of individual performance and effective and efficient service delivery within the line agencies in the Public Service both at the National and Provincial levels.

OBJECTIVE	MEANS OF SERVICE DELIVERY	DESCRIPTIONS	QUANTITY	UNIT OF MEASURES	STATUS BY 2025
1. Improve professional competencies for Public Servants within line agencies by increasing the number of public servants receiving recognized qualifications and training through the Vanuatu Institute of Public Administration & Management (VIPAM) and other relevant institutions.	1.1. Support implementation of Line Agencies Human Resource Development Plans and the NHRDP to facilitate capacity building.	1.1.1. PSC overall Human Resource Development Plan for Training and Scholarship for 2025	1	PSC HRDP	Not Achieved
2. Strengthen compliant selection of long and short-term training applicants based on merit and strengthen the monitoring, evaluation & reporting of training.	2.1. Develop a guideline and Standard Operating Procedures for scholarship selection processes for Public Servants	2.1.1. Scholarship Selection Guideline with SOP for Public Servants developed	1	Scholarship Selection Guideline & SOP	Not Achieved
	2.1. Develop HRDP (Long term and Short Term) for VIPAM Staff	2.1.1. VIPAM professional capacity development plan	1	VIPAM HRDP	Not Achieved

OBJECTIVE	MEANS OF SERVICE DELIVERY	DESCRIPTIONS	QUANTITY	UNIT OF MEASURES	STATUS BY 2025
3. Support capacity development by providing decentralized workshops (Induction and Inservice workshop) for Public Servants	3.1. Develop and disseminate a training calendar for Inservice and Induction Workshops as part of the decentralization delivery plan in all six (6) provinces	3.1.1. 2025 Training Calendar created	1	Training Calendar	100% Achieved
	3.2. Develop training packages and delivery plans on PSC Priority Training.	3.2.1. Training program, packages designed and delivered in 6 provinces	1	Training packages, delivery plans, reports on training delivered, basic M&E report.	100% Achieved
	3.3. Train Public Servants in the Provinces Inservice and Induction Workshops	3.3.1. Induction Programs Report in OPSC Annual Report includes topics, location & gender disaggregation	1	Induction Programs Report	1 Report of Induction Program
	3.4 Deliver provincial training programs on emerging OPSC reforms	3.4.1. Recurrent NPP for annual Provincial Training programs	1	NPP funds for annual Provincial Training Programs	100% Achieved - Roadshow budget
4. Support capacity development across the Public Service by utilizing MOUs with regional training organizations and local training agencies	4.1. Collaborate with regional and in-country training & skills development organization's to build capacity of Public Servants	4.1.1. Up-to date data on VIPAM data base of internship, Workplace Attachments, and cadetship programs	1	Up-to-date VIPAM database of intern's & cadetships	100% Achieved - Smartsheet database
5. Promote, administer, and report on placement for internship, workplace attachment, and cadetship programs.	5.1. Report on placement for internship, Workplace Attachment, and cadetship programs.	VIPAM restructure staffed with priority positions as per Restructure Implementation Plan & Business Plan	1	NPP for prioritized positions	Not longer Relevant - All positions budgeted for

OBJECTIVE	MEANS OF SERVICE DELIVERY	DESCRIPTIONS	QUANTITY	UNIT OF MEASURES	STATUS BY 2025
6. Review VIPAM structure, job descriptions and quality framework to progress effective and efficient service delivery.	6.1. Implement staffing of VIPAM restructure to improve services delivery and quality of training programs	6.1.1. VIPAM Database established, populated and up to date	1	VIPAM Database up to date	100% Achieved Database up to date
7. Procure, input, and maintain a Training and Development Baseline Database for provision of evidence-based reports to Commission.	7.1 Develop and implement a plan to establish VIPAM's Training and Development Baseline database	7.1.1. Database developed		Database reviewed	100% Achieved

2.6.8: FLEET AND HOUSING MANAGEMENT UNIT

Activity CJAD: Fleet and Hosuing Management Unit (FHU)

Activity Cost: 122,939,984 VT

Mandate Statement

The Fleet and Housing Unit manages and administers the operations of the Government's Fleet and Housing assets through the development and implementation of sound fleet and housing policies, procedures, and practices.

OBJECTIVE	MEANS OF SERVICE DELIVERY	DESCRIPTIONS	QUANTITY	UNIT OF MEASURES	STATUS BY 2025
1. Establish Housing Management Committee (HMC) with TORs to oversee management of Vanuatu Government House stock;	1.1. Housing Management Committee (HMC) established with TORs to support development of policy, Guidelines (SOPs) and Inspections Schedule	1.1.1. Housing Management Committee (HMC) established with regular meetings minuted	1	1 meeting per quarter	100 % Achieved
2. Provide policy and legislative framework for Government of Vanuatu housing stock;	2.1 Housing Management Policy awareness and training in Port Vila & provinces	2.1.1. Housing Management Policy awareness and training in Port Vila & provinces	1	Annual Report contribution on training undertaken	93 % Achieved
3. Develop housing Data Base system for GoV Housing Stock – GPS location, valuation, maintenance, deterioration, status.	3.1. Data Base of GoV Housing Stock – GPS location, valuation, maintenance status.	3.1.1. Data Base of GoV Housing Stock up-to-date for evidence-based reporting & action	1	GoV Housing Data Base up-to-date	100% Achieved
4. Develop Housing Inspection Guidelines and Standard Operating Procedure (SOP);	4.1 Housing Inspection Guidelines and Standard Operating Procedure (SOP) developed through consultation with stakeholders	4.1.1. Housing Inspection Guideline developed & endorsed by the Public Service Commission	1	1 Housing Inspection Guideline	100% Achieved in form of SOP
5. Develop annual schedule for housing inspection, recommendations for renovation, valuations and disposal (if needed);	5.1 Annual schedule for housing inspection, recommendations for renovation, valuations and disposal (if needed);	5.1.1. Annual schedule for housing inspection, recommendations for renovation, valuations and disposal	1	Annual Schedule with summary report in OPSC Annual Report	100 % Achieved

OBJECTIVE	MEANS OF SERVICE DELIVERY	DESCRIPTIONS	QUANTITY	UNIT OF MEASURES	STATUS BY 2025
6. Review Fleet Management Committee (FMC) functions to oversee management of Vanuatu Government fleet;	6.1. Fleet Management Committee (FMC) to support development of policy, Guidelines (SOPs) and Inspections Schedule with TORs and Sitting Fees budget	6.1.1. Fleet Management Committee (FMC) established with regular meetings minuted	4	1 meeting per quarter	97 % Achieved
7. Provide policy and legislative framework for Government of Vanuatu fleet stock;	7.1. Fleet Management Policy developed and drafted consultatively	7.1.1. Fleet Management Policy awareness and training in Port Vila & provinces	1	Annual Report contribution on training undertaken	92 % Achieved
8. Develop Fleet Inspection Guidelines and Standard Operating Procedure (SOP);	8.1. Fleet Inspection Guidelines and Standard Operating Procedure (SOP) developed through consultation with stakeholders	8.1.1. Fleet Inspection Guideline developed endorsed the Public Service Commission	1	1 Fleet Inspection Guideline	100 % Achieved
9. Develop a Data Base system of GoV Fleet Stock, Monitor GPS tracking for line agencies (location), valuation, maintenance status for evidence-based reporting and misuse reporting.	9.1 Up-to-date Data Base of GoV Fleet Stock – GPS location, valuation, repair status for evidence-based reporting & action	9.1.1. Data Base of GoV Fleet up-to-date for evidence-based reporting & action	1	GoV Fleet Data Base up-to-date	100 % Achieved
10. Develop annual schedule for inspection, recommendations for purchase, valuations and disposal (if needed);	10.1. Annual schedule for GoV vehicle inspection, recommendations for repair, valuations and disposal (if needed);	10.1.1. Annual schedule for inspection, recommendations for repair, valuations and disposal	1	Annual Schedule with summary report in OPSC Annual Report	100 % Achieved

2.7. POLICY DEVELOPMENT

In 2025, the Office of the Public Service Commission (OPSC), through the Fleet and Housing Unit, developed several key policies and strategies to strengthen the management of government assets:

- **Public Service Sector Strategy** – Provides the overall direction and priorities for improving governance, service delivery, and efficiency across the Public Service.
- **Decentralization Strategy** – Promotes the transfer of responsibilities to line ministries and provincial offices to improve service delivery and resource management at the local level.
- **Communications Strategy** – Enhances information sharing and coordination across the Public Service to ensure clear understanding of policies and procedures.
- **Housing Management Policy** – Guides the allocation, maintenance, and protection of government housing to ensure fair and sustainable use.
- **Fleet Management Policy** – Sets standards for the use, maintenance, and control of government vehicles to improve accountability and efficiency.

These policies and strategies strengthen governance, coordination, and efficiency across the Public Service by guiding decision-making, enhancing accountability, and aligning efforts across ministries and provinces, with continued focus on effective implementation and review.

2.8. PORTFOLIO LEGISLATIVE FRAMEWORK

The Office of the Public Service Commission (OPSC) is governed by the Public Service Act [CAP 246], which establishes the legal framework for public service administration in the Republic of Vanuatu. In line with ongoing efforts to modernise the public service and strengthen governance, the Public Service Commission (PSC) periodically reviews the Act to ensure it remains fit for purpose and aligned with evolving administrative and accountability standards.

- **2024 Review:** The Public Service Commission (PSC) completed a comprehensive review of the Act, and proposed amendments were listed in Parliament. However, these lapsed following the dissolution of Parliament by the Head of State before enactment.
- **Public Service (Amendment) Act No. 20 of 2025:** Strengthens governance and accountability by clarifying senior roles (including redefining “director”), expanding and regulating PSC delegation powers to directors-general and directors, formalising merit-based appointment processes for the PSC Secretary and staff, introducing fixed terms and performance oversight, and enabling performance-based termination of directors.
- **Public Service (Amendment) Act No. 36 of 2025:** Enhances administrative clarity and disciplinary processes by extending delegation powers to the Secretary General, formally establishing the PSC Secretariat, standardising four-year terms (with one reappointment) for senior officials, introducing mandatory annual performance appraisals, and strengthening reporting, suspension, and disciplinary procedures, including broader remedial powers.

2.9. RISK AND CHALLENGES

During 2025, the Office of the Public Service (OPSC) encountered several operational and institutional challenges that affected the implementation of its Business Plan and other core functions. The key risks, their impact, and mitigation measures implemented are summarized below.

RISKS /CHALLENGES	DESCRIPTION / IMPACT ON PERFORMANCE	MITIGATION	WAY FORWARD
2.9.1. Political Inteference / External Overrides	2.9.1.1. Decisions made by political or external actors sometimes override OPSC’s established processes and recommendations. This creates confusion in decision-making, delays implementation of approved policies, and undermines consistent and predictable service delivery across the public service.	2.9.1.1.1. OPSC adhered to established procedures, documented all recommendations and decisions, and engaged relevant stakeholders to clarify roles and responsibilities.	2.9.1.1.1.1. Institutionalize OPSC approvals in all administrative processes, implement digital systems to track and enforce decision workflows, maintain transparent reporting for all ministries and departments, and apply clear SOPs to ensure operations continue smoothly even under external pressure.
2.9.2. Delay in Commission Meeting Minutes	2.9.2.1. Delays in preparing and circulating approved Commission minutes affected timely actioning and implementation of decisions. The volume and complexity in minuting of agenda items contributed to these delays.	<p>2.9.2.1.1 The OPSC piloted the “Decisions” application to improve minute-taking efficiency; however, it proved unsuitable for Commission meeting requirements.</p> <p>2.9.2.1.2 Two officers were assigned on a rotational basis to expedite the preparation and circulation of minutes. The option of establishing a dedicated position was also considered but not approved.</p> <p>2.9.2.1.3 Development of a Standard Operating Procedure (SOP) was initiated; however, progress was slower than anticipated due to the complexity of Commission procedures.</p>	<p>2.9.2.1.1.1. Explore additional digital tools to improve efficiency; however, acquiring these tools will require adequate funding.</p> <p>2.9.2.1.2.1. Have a dedicated officer to minute the meetings discussions and monitor the decisions</p> <p>2.9.2.1.3.1. OPSC will finalize and implement the SOP - that will also address the Volume of Agenda’s</p>
2.9.3. Limited Budget and Resource Constraints	2.9.3.1.The OPSC’s limited financial and human resources continue to affect service delivery across the public service. Staffing levels relative to demand remain stretched, impacting coverage and responsiveness. Combined with the geographical spread of ministries and budget constraints, this has contributed to delays in implementation, reduced outreach, and overall inefficiencies in service delivery.	2.9.3.1.1. OPSC prioritized critical activities and implemented cost-saving measures. Staff were cross-trained to optimize capacity, and digital tools were introduced where possible to improve efficiency. Seek Funding from development partners	2.9.3.1.1.1. increase the overall budget for OPSC, hire more staff—especially around provincial headquarters—and expand digital solutions to achieve meaningful service delivery across the workforce.

RISKS /CHALLENGES	DESCRIPTION / IMPACT ON PERFORMANCE	MITIGATION	WAY FORWARD
<p>2.9.4. Disaster and Climate Change</p>	<p>2.9.4.1. Vanuatu is highly vulnerable to natural disasters such as cyclones, earthquakes, and rising sea levels. These events strain government resources, disrupt public services, and pose long-term challenges for disaster resilience planning and rebuilding efforts</p>	<p>2.9.4.1.1. The risk is mitigated through practical response measures such as temporarily relocating operations to safer locations during disaster events, adjusting working arrangements to maintain continuity of services, and providing appropriate allowances where staff are required to work in conditions that may pose health or safety concerns. These actions help ensure both staff safety and uninterrupted service delivery.</p>	<p>2.9.4.1.1.1. Develop and maintain a formal contingency plan that identifies alternative work locations, outlines clear procedures for relocation and service continuity during emergencies, and includes guidelines for staff deployment, safety considerations, and associated allowances to ensure a coordinated and timely response to future disaster events.</p>

3.0 HUMAN RESOURCE OVERVIEW

3.1. OFFICE OF THE PUBLIC SERVICE COMMISSION HUMAN RESOURCE

The Office of the Public Service Commission, *Human Resources Statistics Report* provides decision-makers and stakeholders with evidence-based insights into the public service workforce. The data is sourced from the OPSC Corporate Service Unit (CSU), supported by HRMIS, payroll, and administrative records.

3.1.1. OPSC - STAFFING OVERVIEW

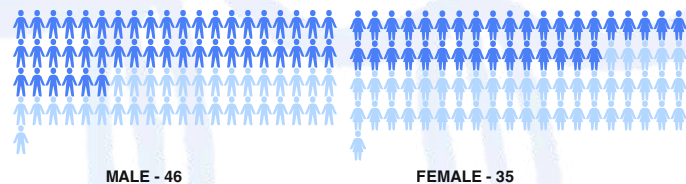
Employee headcount



The total approved establishment is 85 positions, with a 2025 headcount of 81 staff. However, 15 are Housing Officers engaged on contract for renovation works and are not part of the approved structure. This leaves 66 staff within the formal establishment, resulting in approximately 26 vacant or substantively unfilled positions. The presence of several officers on acting arrangements further indicates gaps in permanent staffing and the need for substantive recruitment.

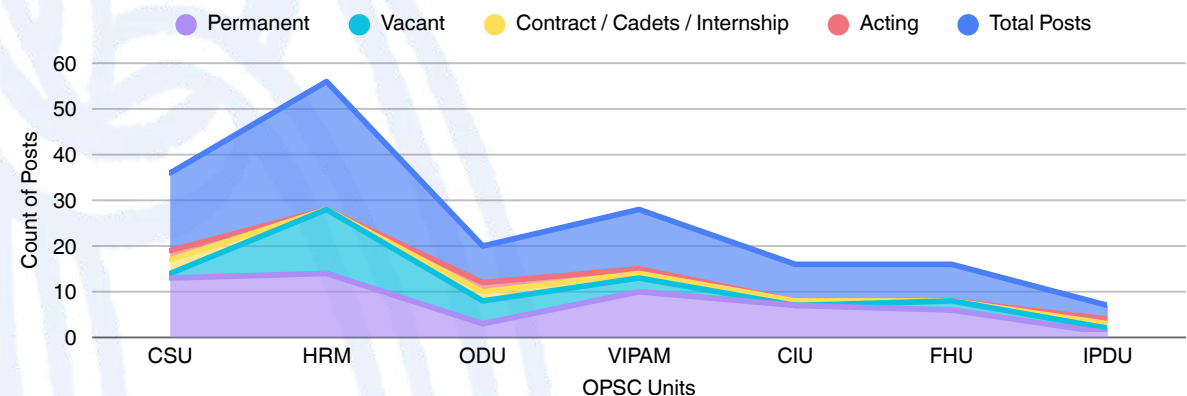
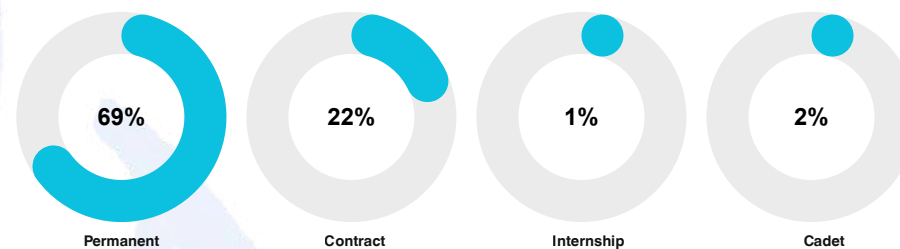
The workforce has recorded an increase of 6.6%, driven by both permanent recruitments and contract engagements, while a decrease of 5.3% reflects staff exits due to retirements and departures for better opportunities. Overall, although staffing levels have increased, vacancies within the approved establishment remain, highlighting ongoing gaps and reliance on acting and contract arrangements.

Workforce Gender Distribution



Out of a total workforce of 81 staff, 46 are males, the remaining 35 are females. The data indicates that males are mostly engaged under contract arrangements, while females make up a larger share of the permanent workforce. This suggests a gender distribution where men are more concentrated in non-permanent roles, whereas women are more represented in established, permanent positions within the organization.

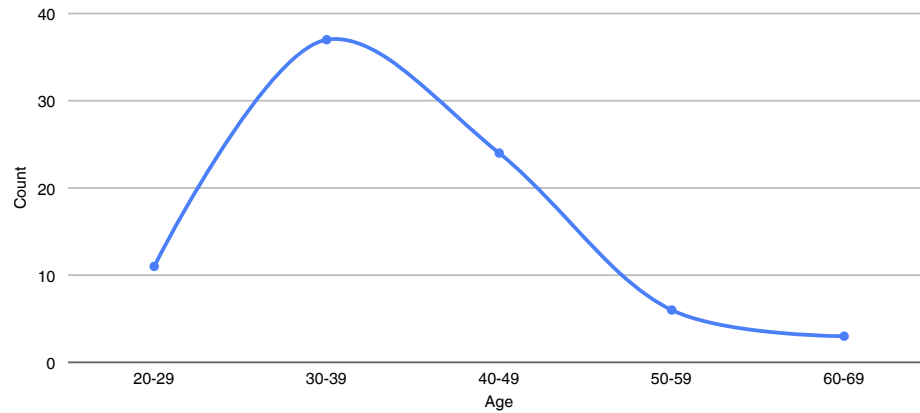
Patterns of Work



The staffing profile shows 85 total positions, with 54 filled and 26 vacant, indicating notable capacity gaps across units. HRM has the largest establishment with 28 posts, but also the highest number of vacancies at 14. CSU has 17 posts, with 13 filled, supported by 3 contract and 2 acting staff, and only 1 vacancy. VIPAM has 13 posts, with 10 filled and 3 vacant, alongside 1 contract and 1 acting staff. Both ODU and FHU have 8 posts each; however, ODU has 5 vacancies with additional contract and acting support, while FHU has 6 filled and 2 vacant positions. CIU also has 8 posts and is fully staffed with 7 filled roles and no vacancies, supported by 1 contract staff. IPDU is the smallest unit with 3 posts, comprising 1 filled, 1 vacant, and support from 1 contract and 1 acting staff. **Overall, the most significant staffing gaps are evident in HRM, ODU, and IPDU, while other units remain relatively stable.**

3.2. OPSC - STAFFING OVERVIEW

OPSC Staff Age Distribution



The staffing distribution shows a workforce concentrated in the 30–49 age range, indicating a stable base of experienced employees supporting current operations. However, the relatively small number of staff aged 20–29 suggests limited intake of younger employees, which may affect long-term workforce renewal and succession capacity.

The presence of staff aged 50–69 signals upcoming retirements, which, together with staff exits, may lead to loss of institutional knowledge and create gaps in key roles if not managed through succession planning and knowledge transfer.

From a financial perspective, the dominance of mid- to senior-level staff implies higher personnel costs due to salary scales linked to experience. While retirements may temporarily reduce salary expenditure, these savings are likely to be offset by recruitment, training, and potential engagement of replacements on contracts or revised pay structures.

Overall, the structure is stable in the short term but presents medium-term risks related to succession, knowledge continuity, and sustained personnel costs, requiring proactive workforce planning and targeted recruitment of younger staff.

Distribution of OPSC Staff by Province

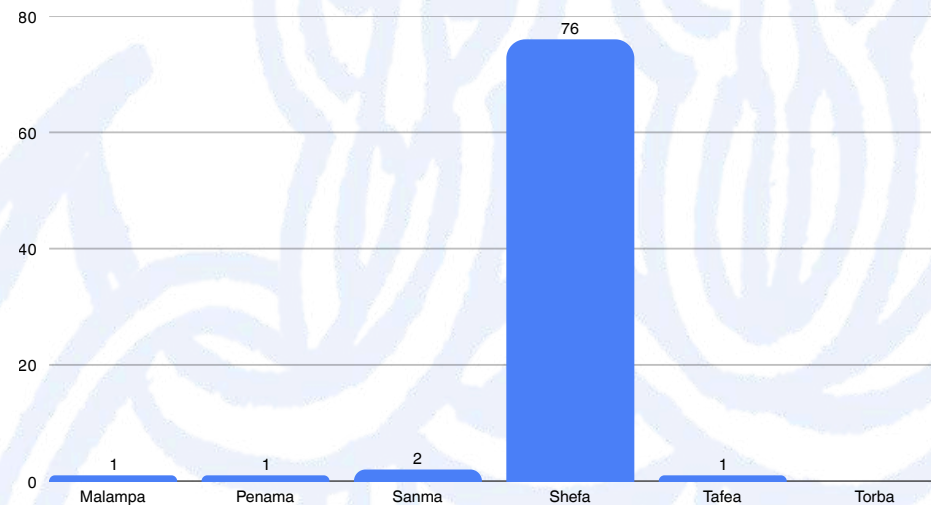
The workforce is heavily concentrated in Shefa (76 staff), with minimal representation in other provinces (Sanma: 2; Malampa, Penama, and Tafea: 1 each), reflecting a centralized staffing structure despite approved positions. Some officers in Shefa are on contract, reinforcing central concentration.

The non-approval of New Policy Proposals (NPPs) limits funding, leaving many approved positions unfunded and preventing recruitment and deployment to provincial locations. Financial constraints also affect salaries, allowances, housing, and logistics for provincial staff.

Impact on Service Delivery:

- Provincial structures not fully resourced
- Limited access to services in provincial areas
- Overstretched provincial staff
- Delays in program delivery
- Heavy reliance on central officers

The graph highlights a disconnect between approved organizational structures and funded operational capacity, directly affecting decentralization and service reach.



3.2. HUMAN RESOURCE – VANUATU PUBLIC SERVICE

The Human Resources Statistics Report is prepared for the purpose of providing decision-makers, managers, and stakeholders with evidence-based insights into the state of the public service workforce. The data presented in this report is drawn primarily from the Human Resources Management Information System (HRMIS), establishment records, payroll systems, and administrative reports collected by the Office of the Public Service Commission. Together, these sources provide a comprehensive view of workforce trends, challenges, and opportunities.

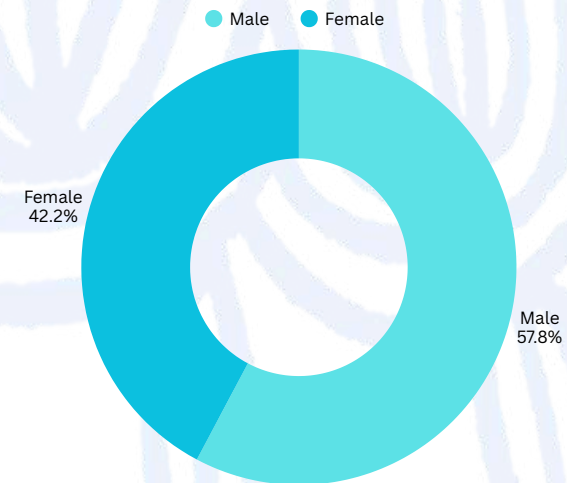
3.2.1 VPS - STAFFING OVERVIEW

PSC Employee headcount



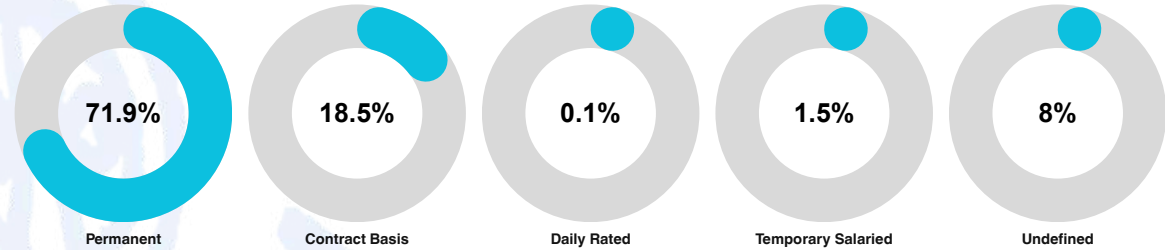
Public service recruitment remains robust, with 2025 experiencing the fastest annual growth in recent years at 25%. This surge reflects a continued trend of workforce strengthening, influenced in part by administrative and budget cycle patterns

PSC Workforce Gender Distribution



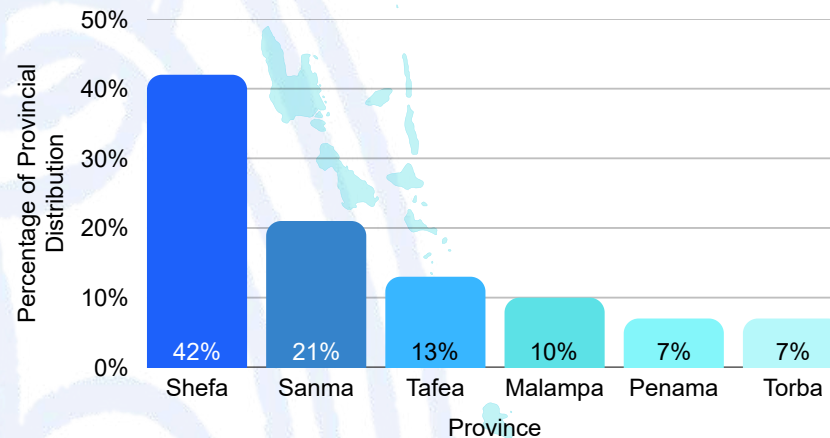
In the context of gender distribution, **males continue to dominate the public service workforce**, with females remaining underrepresented. This pattern has been stable, indicating that the overall composition has not shifted significantly in recent years.

PSC Patterns of Work



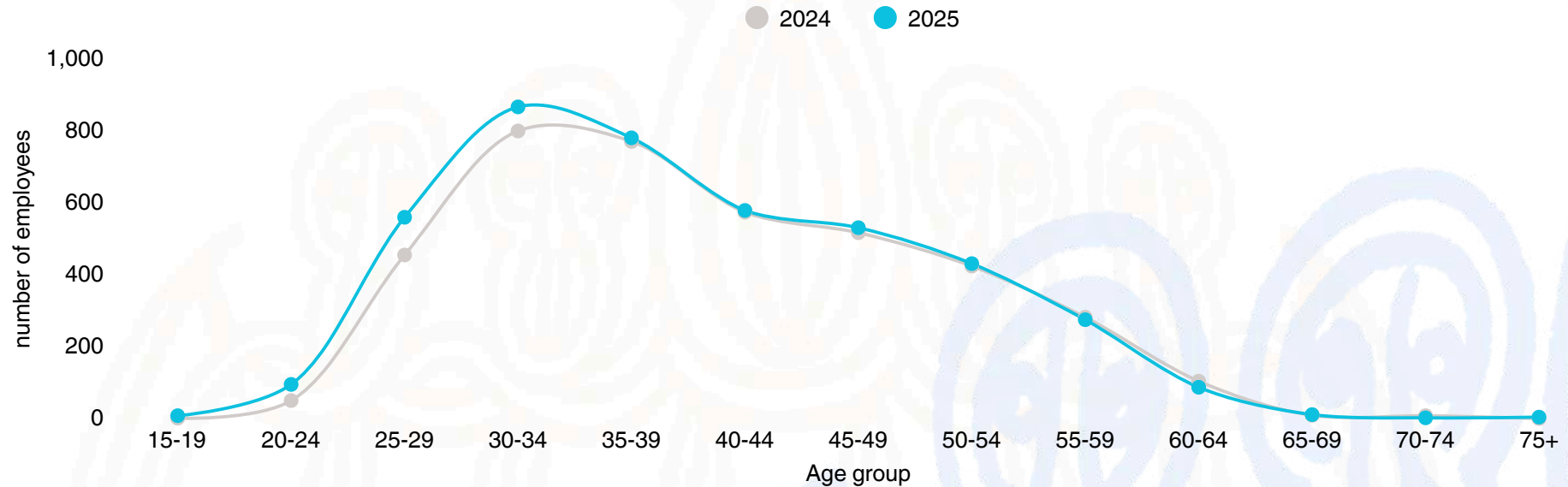
The public service is predominantly permanent (72%), with contracts concentrated in larger ministries like MALFFB. Daily-rated and temporary staff make up a very small share, while undefined roles—reflecting unclassified, transitional, or unreported staff—also account for a minor portion, highlighting the dominance of permanent staffing.

PSC Provincial Distribution



The public service workforce is largely concentrated in Shefa Province, followed by Sanma, Tafea, Malampa, Penama, and Torba. The high increase in Sanma indicates growing support for decentralization, with staffing gradually expanding beyond the central province.

PSC Age Distribution



The evolving age distribution of the workforce in the public service brings both short-term and long-term cost implications. While recruiting younger employees may result in lower initial salary and benefits costs, the public service will face increased training and development expenses as these workers gain experience. Additionally, the retirement of older employees will lead to higher pension liabilities and potential short-term vacancy costs.

Strategic workforce management that balances the costs of recruitment, training, and employee health, while planning for future retirement obligations, will be essential in navigating these shifts without overwhelming the budget.

3.3. PSC - CESSATION OF EMPLOYMENT

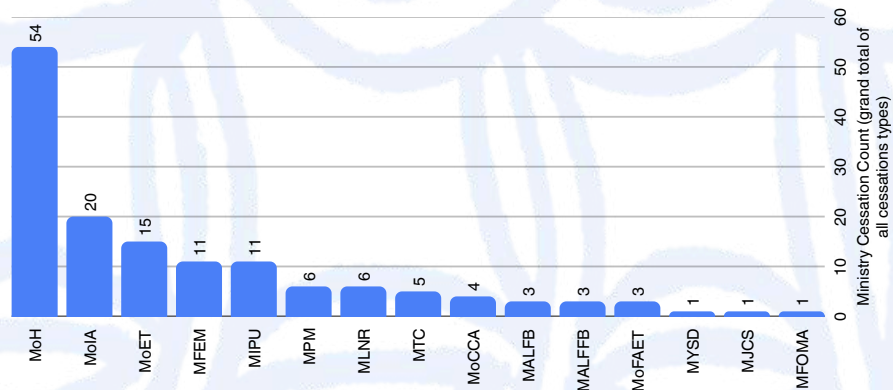
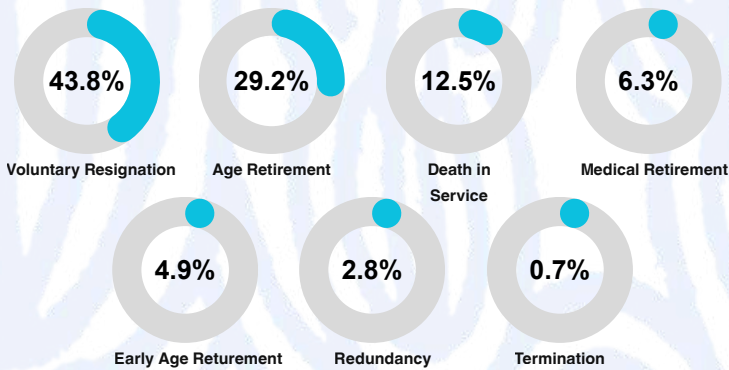
PSC Cessation Headcount

144

The public service is experiencing strong growth, with total recruitment significantly exceeding staff exits, resulting in a net increase in the workforce. This trend reflects effective workforce management, strategic planning, and capacity expansion, ensuring that staffing levels meet operational needs despite natural turnover from voluntary and age-related departure.

PSC Patterns of Cessations

Most workforce exits are voluntary or due to age retirement, together accounting for over 70% of departures. Voluntary resignations were driven by career advancement, private sector opportunities, relocation, job satisfaction, or personal reasons, while medical retirements, deaths, redundancies, and terminations make up a smaller share, indicating that most staff departures are planned rather than forced.



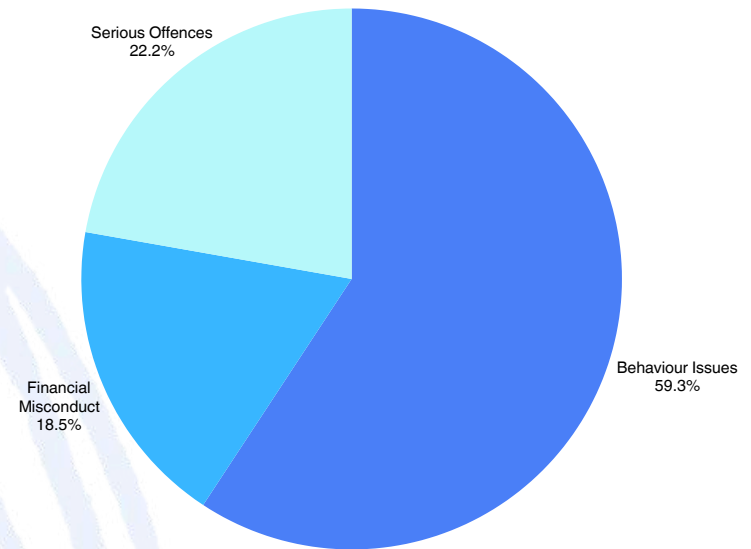
3.3. VPS - DISCIPLINE REPORT

PSC Discipline Case Count

20

In 2025, the public service recorded 20 disciplinary cases were registered, which is a relatively small proportion of the total workforce. Absenteeism was the most frequent issue, followed by insubordination, misappropriation of funds, and improper conduct. While these cases represent a minor fraction of the workforce, they highlight key areas for improvement in workforce management, particularly in attendance monitoring, staff conduct policies, and financial oversight to maintain a well-disciplined and accountable workforce.

PSC Patterns of Discipline



The graph categorizes disciplinary cases into various offences, with the majority falling under attendance and behaviour issues like absenteeism and insubordination, which make up a large portion of cases. Misappropriation of funds and improper conduct also stand out, though these represent fewer occurrences.

The relatively low number of cases across these categories can be attributed to the measures in place at both ministerial and provincial levels. These include clear policies and awareness/ training for managing employee behavior, consistent disciplinary frameworks, and decentralized authority for ministerial and provincial management, ensuring timely interventions.

Such measures have been effective in minimizing misconduct, maintaining staff discipline, and fostering an environment of accountability within the public service.

3.3. VPS - TRAINING & DEVELOPMENT

PSC Trainings

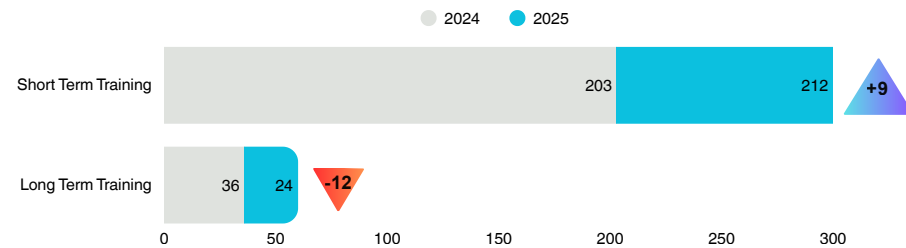
236

In 2025, a total of 236 training opportunities were undertaken by public service employees out of a workforce of 4,223 officers. These trainings were largely initiated by employees themselves through scholarships or private sponsorships, with the Commission facilitating the review and approval process.

2025 Trainings

While this reflects proactive efforts by officers to pursue professional development, overall participation remains relatively low in proportion to the total workforce. This highlights the need to strengthen awareness, coordination, and support mechanisms to enable broader and more equitable access to training opportunities across the public service.

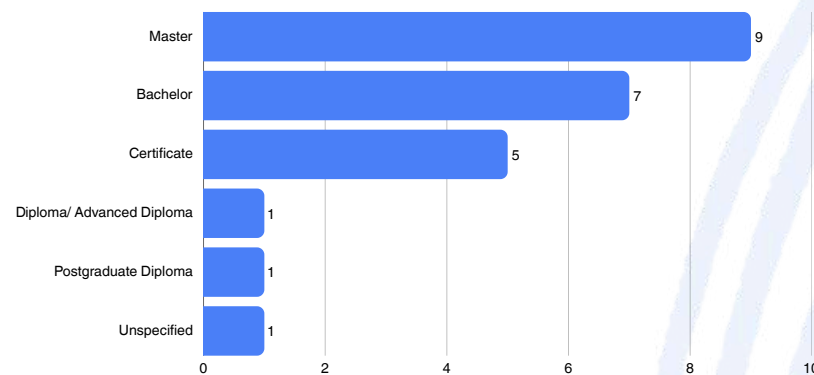
PSC Patterns of Training



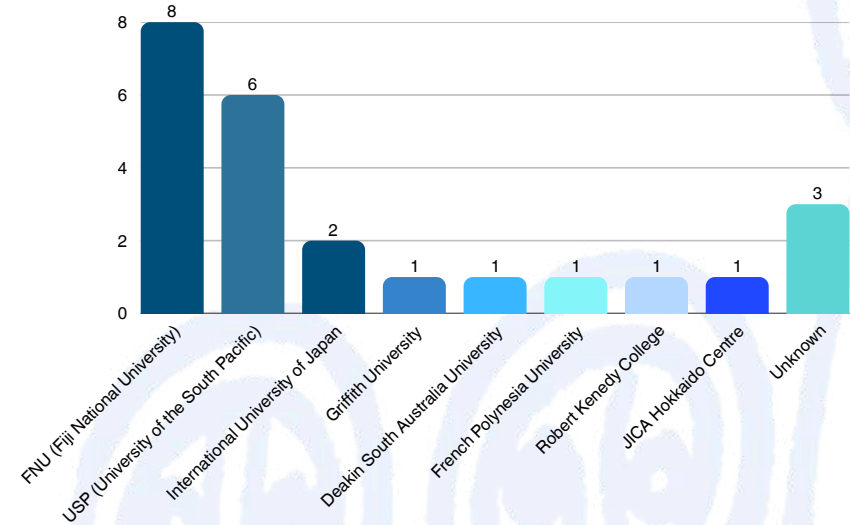
The current training patterns indicate a **growing reliance on short-term**, flexible learning opportunities, which help employees quickly acquire skills to meet immediate operational needs. This approach is practical in a dynamic environment where staff turnover, recruitment, and evolving service demands require adaptability and responsiveness.

At the same time, the **decline in long-term training** highlights a gap in strategic capacity building. Long-term programs are critical not only for developing leadership and specialized expertise but also for ensuring institutional knowledge, innovation, and sustainable organizational growth.

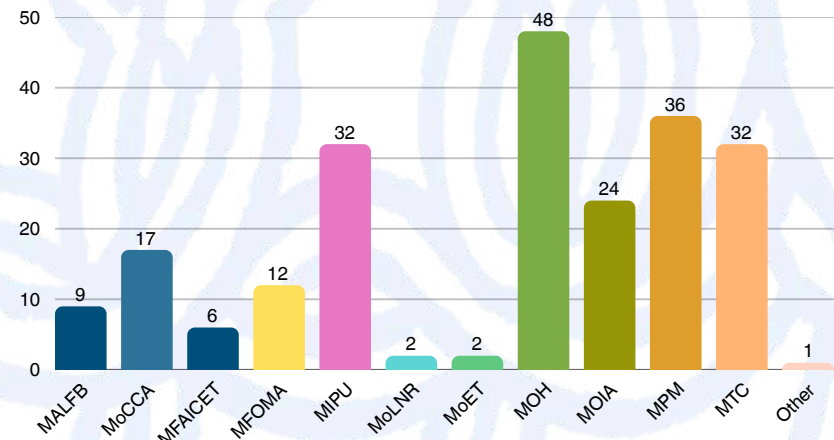
Long Term Training Program Types



Distribution of Long Term Trainings per Institutions



Distribution of Trainings per Ministry -2025



3.3. VPS - TRAINING & DEVELOPMENT

PSC Development Programs

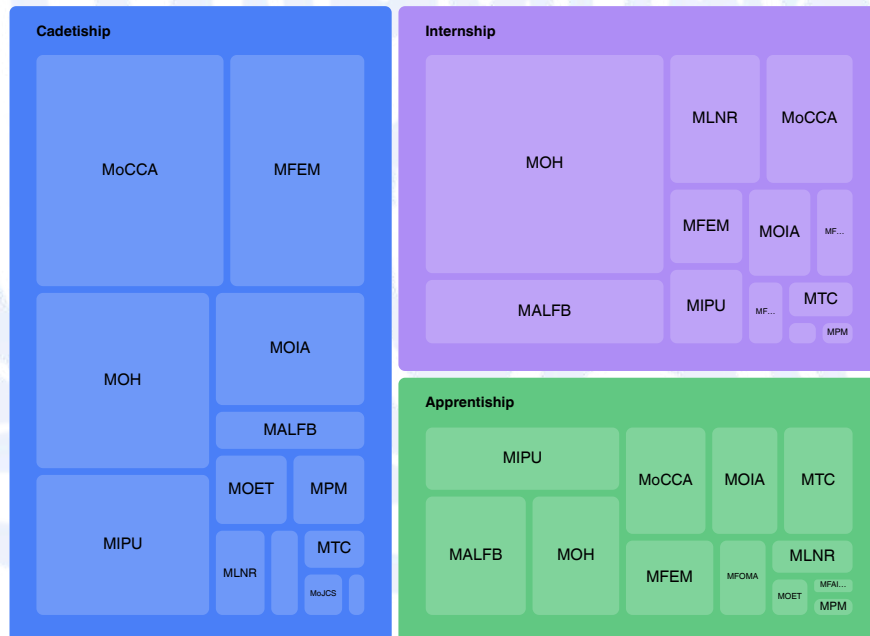
431
2025 Placements ▲ +2

122
2025 Extensions ▼ -7

The 2025 Development Programs remained stable, with placements rising slightly from 429 to 431 and extensions decreasing from 129 to 122, indicating consistent intake and improved completion rates.

Cadetship showed strong growth and performance, internships recorded fewer placements but higher extensions suggesting delays, while apprenticeship declined significantly, highlighting the need for improved promotion, recruitment, and employer engagement.

Ministry-wise Engagement in Student Placement Programs

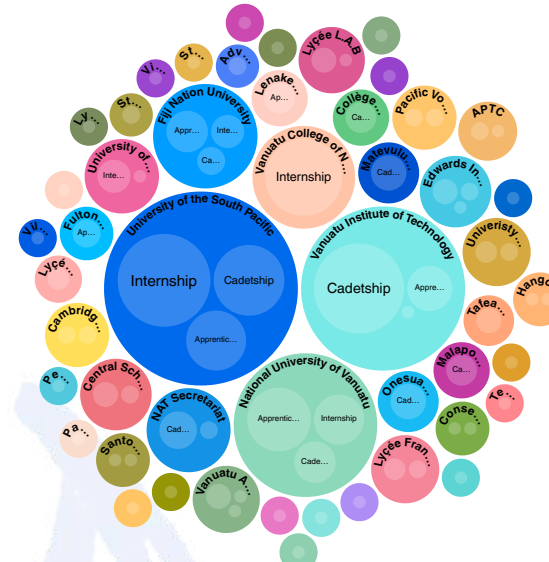


Color intensity reflects the number of students placed in each program type per ministry.

The dataset shows 431 placements, led by Cadetships (191), followed by Internships (139) and Apprenticeships (101), indicating a stronger focus on mid-level training. Placements are highly concentrated in a few ministries, especially MOH (107), with MCCA, MFEM, and MIPU also significant, while others like MJYCS and MFAICET are underutilized.

Internships are heavily skewed toward MOH(60), suggesting sector-specific demand but also imbalance. This highlights the need to redistribute opportunities across ministries, expand underused programs, and ensure alignment between placement types and workforce priorities.

Placement Programs: Institution-wise Coverage and Program Mix



Placement Programs: Institution-wise Coverage and Program Mix

Training placements are directly contributing to workforce renewal by supplying new entrants, particularly through cadetships and internships. This is reflected in the growth of the 20–24 (+45) and 25–29 (+105) age groups, which are the primary entry points into the public service.

Institutions such as the University of the South Pacific (55 internships, 32 cadetships), the Vanuatu Institute of Technology (52 cadetships), and the National University of Vanuatu (a combined mix of apprenticeships, cadetships, and internships) are key sources feeding this pipeline.

These placements are also used for transitioning individuals from education into employment, helping to fill vacancies and support expansion in early-career workforce segments.

However, apprenticeships remain relatively limited compared to cadetships and internships, indicating that while the system is effective in producing general and professional entrants, there is a comparatively weaker pipeline for technical and vocational roles, which may affect the balance of skills available in the long term.

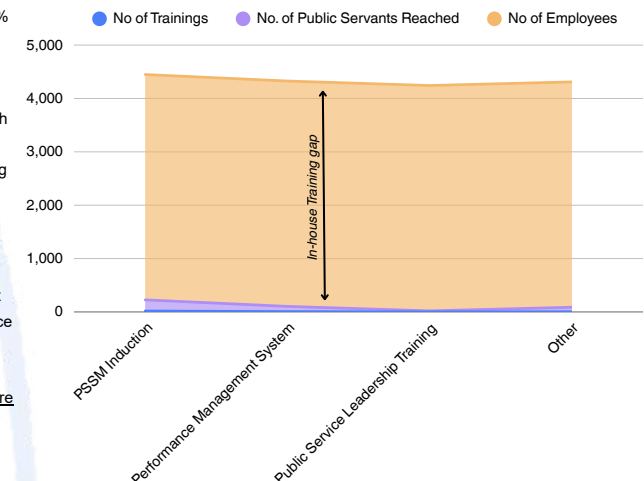
The data shows 27 training sessions reaching 411 employees out of 4,223, representing about 10% coverage, which is below the moderate benchmark of around 50%.

Training is concentrated in PSSM Induction, with limited coverage in Performance Management and very minimal Leadership Training, indicating an imbalance toward onboarding rather than continuous development.

From a financial, resource, and planning perspective, this low coverage suggests current training investment is limited relative to workforce needs.

Scaling up will require increased budgeting, more trainers and logistical support, and stronger planning to ensure wider and more balanced training delivery across the workforce.

In-House Training Coverage of Public Servants

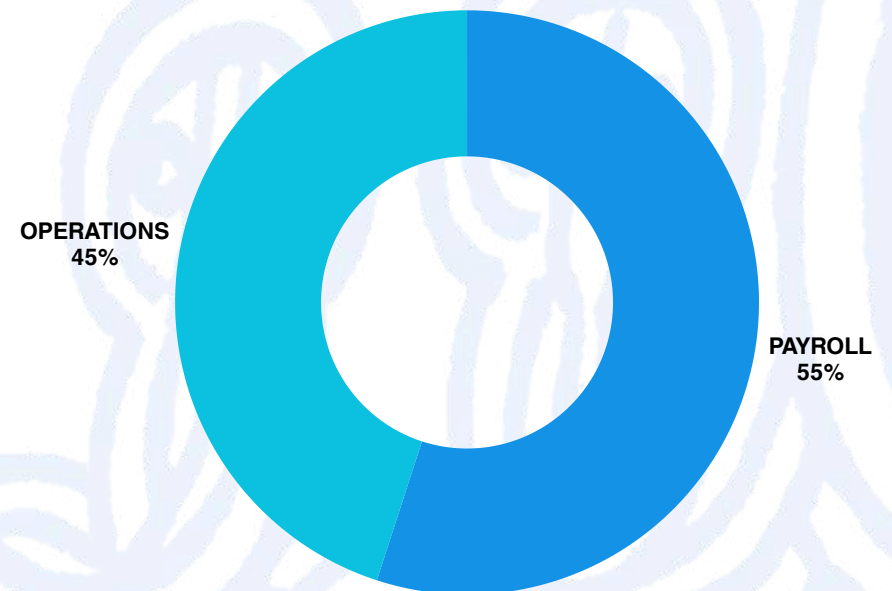


4.0. FINANCIAL STATEMENTS

4.1. APPROPRIATION

The total budget appropriated by Parliament for the Office of the Public Service Commission (OPSC) amounts to VT 346,225,744. Of this total allocation, 45% is directed towards operational expenditures, while 55% is allocated to payroll costs.

2025 OPSC APPROPRIATION				
CODE	UNITS	OPERATIONS (VUV)	PAYROLL (VUV)	TOTAL (VUV)
CJAA	Public Service Commission	13,921,549.00	46,558,984.00	60,480,533.00
CJAA	Corporate Services	3,080,000.00	8,419,459.00	11,199,459.00
CJAB	Human Resource Management	2,963,156.00	43,045,656.00	46,008,812.00
CJAC	Performance Improvement Unit	3,000,000.00	17,922,232.00	20,922,232.00
CJAC	Innovatin and Policy Development	7,207,852.00	9,212,848.00	16,420,700.00
CJAD	VIPAM Unit	5,500,000.00	33,046,792.00	38,546,792.00
CJAE	Compliance Management Unit	6,344,000.00	23,363,232.00	29,707,232.00
CJAF	Fleet and Housing Management Unit	105,000,000.00	17,939,984.00	122,939,984.00
TOTAL		157,016,557.00	189,209,187.00	346,225,744.00



4.2. NEW POLICY PROPOSALS

The Office of the Public Service Commission did not receive any New Policy Proposal (NPP) funding for the 2025 financial year. As such, no additional budgetary allocations were approved under the NPP framework to support new or expanded initiatives during the reporting period.

However, the Ministry of Finance and Economic Management provided a total allocation of VT 18,291,829 to the OPSC to support the implementation of the new Remuneration Tribunal (GRT) Determination of 2024. This funding was specifically directed to meet the financial requirements arising from the revised remuneration framework and ensure its effective rollout within the public service Commission.



4.3. EXPENDITURE

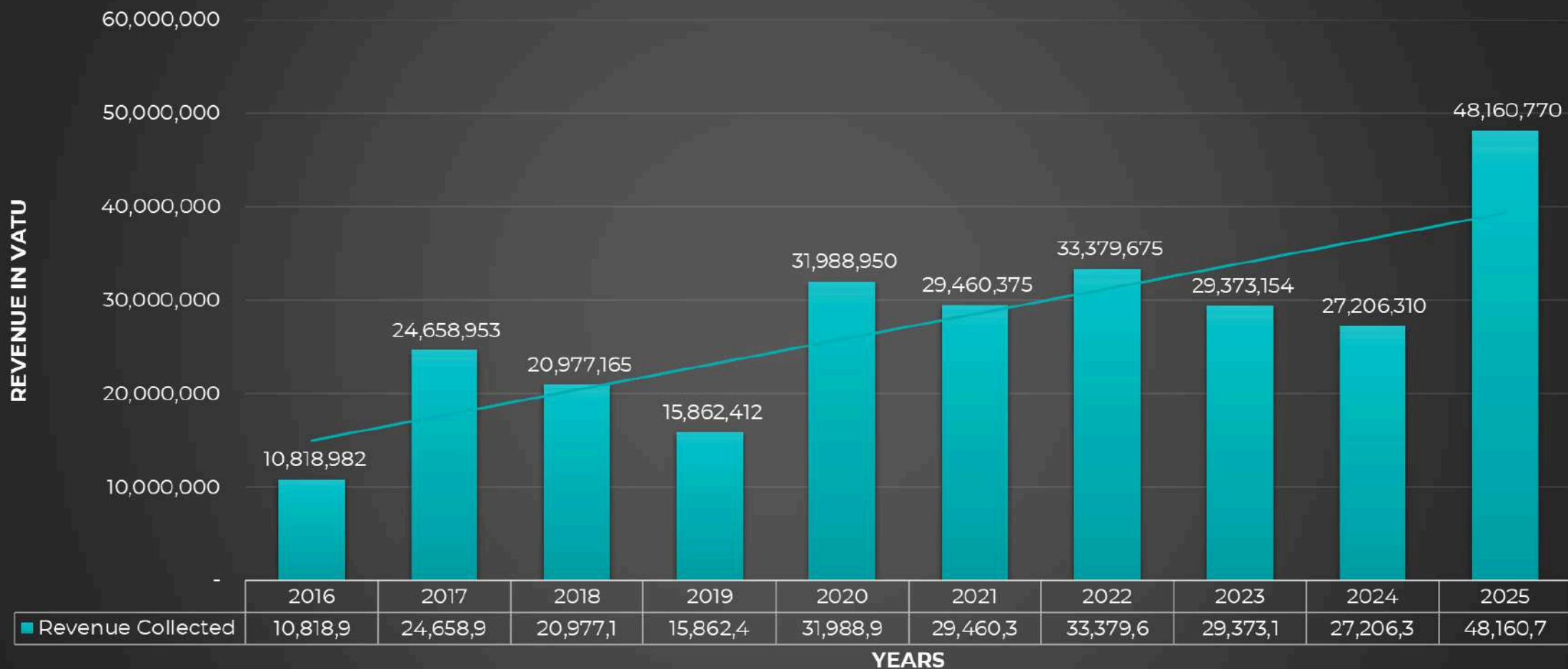
As reflected in the updated report below, the total expenditure for the Office of the Public Service Commission (OPSC) in 2025 amounted to VT 384,111,119, against a final approved budget of VT 364,517,573, resulting in an over-expenditure of VT 19,593,546.

During 2025, several advance releases were approved and processed, particularly for activities under the Innovation and Policy Development Unit (IPDU) and Housing Unit. These funds are typically held and only released or advanced when required, contributing to variations in expenditure throughout the year.

The over-expenditure recorded at the end of the financial year was largely attributed to a number of unbudgeted activities that arose during the course of operations. These included medical claim refunds, annual leave payout obligations for one retired officer and another officer who exited on medical grounds, as well as several acting allowances and other staff-related entitlements that were not initially provided for in the approved budget. Collectively, these unforeseen expenditures placed additional pressure on the OPSC's financial resources and contributed to the overall budget overrun for the year.

Code	Description	Original Appropriation	Supplementary Appropriations	Virements	Final Budget	Actual Expenditure	Commitments	Total Expenditure	Under/ (Over)
M01	Constitutional Agencies								
CJA	Public Service Commission								
19AA	Cooperate Service Unit	78,772,362	-	(13,903,500)	64,868,862	73,359,518	-	73,359,518	(8,490,656)
19AB	Human Resource Management Unit	-	-	-	-	47,926	-	47,926	(47,926)
19AH	Public Service Commission	11,199,459	-	-	11,199,459	13,355,741	-	13,355,741	(2,156,282)
CJAA	Corporate Services	89,971,821	-	(13,903,500)	76,068,321	86,763,185	-	86,763,185	(10,694,864)
19AB	Human Resource Management Unit	32,432,252	-	3,375,562	35,807,814	36,200,503	-	36,200,503	(392,689)
19BA	PSC TORBA	2,715,312	-	457,873	3,173,185	2,384,547	-	2,384,547	788,638
19BB	PSC SANMA	2,715,312	-	201,331	2,916,643	3,673,718	-	3,673,718	(757,075)
19BC	PSC PENAMA	2,715,312	-	457,873	3,173,185	3,016,537	-	3,016,537	156,648
19BD	PSC Malampa	2,715,312	-	201,331	2,916,643	2,938,218	-	2,938,218	(21,575)
19BE	PSC TAFEA	2,715,312	-	53,742	2,769,054	2,492,323	-	2,492,323	276,731
CJAB	Human Resource Management	46,008,812	-	4,747,712	50,756,524	50,705,846	-	50,705,846	50,678
19AC	Organizational Development Unit	20,922,232	-	723,021	21,645,253	23,853,914	-	23,853,914	(2,208,661)
19AG	Fleet Management Unit	-	-	-	-	6,722,198	-	6,722,198	(6,722,198)
19AI	Innovation and Policy Development Unit	16,420,700	-	1,130,597	17,551,297	18,044,787	-	18,044,787	(493,490)
CJAC	Performance Improvement	37,342,932	-	1,853,618	39,196,550	48,620,899	-	48,620,899	(9,424,349)
19AD	Human Resource Development Unit	38,546,792	-	2,822,079	41,368,871	39,311,168	-	39,311,168	2,057,703
CJAD	Human Resource Development	38,546,792	-	2,822,079	41,368,871	39,311,168	-	39,311,168	2,057,703
19AE	Compliance Unit	29,707,232	-	2,306,426	32,013,658	34,050,772	-	34,050,772	(2,037,114)
CJAE	Compliance	29,707,232	-	2,306,426	32,013,658	34,050,772	-	34,050,772	(2,037,114)
19AF	Fleet & Housing Unit	122,939,984	-	2,173,665	125,113,649	124,659,249	-	124,659,249	454,400
CJAF	Government employee Entitlements	122,939,984	-	2,173,665	125,113,649	124,659,249	-	124,659,249	454,400
CJA	Public Service Commission	364,517,573	-	-	364,517,573	384,111,119	-	384,111,119	(19,593,546)

Revenue Collected from 2016 to 2025



The chart shows that revenue collected from 2016 to 2025 generally increased over time, rising from about 10.8 million Vatu in 2016 to a peak of 48.2 million in 2025. Although there were some fluctuations—particularly declines around 2019 and again between 2023 and 2024—the overall trend is upward. This indicates steady improvement in revenue collection, with a significant surge in 2025 marking the highest performance in the period.

The significant surge in 2025 is attributed to the Government's decision to repurpose most government houses from accommodation to office use, allowing institutions to rent these facilities and increase revenue. Many of these houses had been renovated in previous years, prior to the 2024 earthquake, which enabled them to generate income efficiently.

5.0. DEVELOPMENT PROJECTS

During the reporting period, the Office of the Public Service Commission benefited from targeted technical assistance and capacity development support from key partners. These initiatives focused on strengthening workforce planning systems and enhancing leadership capabilities within the Public Service. Support provided contributed to improved human resource planning, better alignment of staffing with government priorities, and the development of a more capable and effective leadership cadre.

PROJECT / PROGRAM	DEVELOPMENT PARTNER	DESCRIPTION	STATUS
Workforce Planning Support	Australia Government	Provision of technical assistance to strengthen workforce planning, including staffing analysis, establishment reviews, and alignment of human resources with government priorities.	Ongoing
Leadership Training Program	Balance of Power	Delivery of leadership training programs to build the capacity of senior and emerging leaders within the Public Service.	Ongoing

6.0. STATUTORY BODIES

The Public Service Commission (PSC) does not hold authority over statutory bodies and non-statutory bodies. These entities operate independently and are governed by their respective regulations and frameworks. The PSC's mandate is primarily focused on overseeing the recruitment, promotion, and discipline of public servants within the public service.

7.0. NON - STATUTORY BODIES

The Office of the Public Service Commission (OPSC) has no non-statutory bodies under its oversight. Unlike line ministries that may have government-owned companies or affiliated entities, the OPSC's mandate focuses on public service governance, human resource management, compliance, and performance across the public sector, and does not include ownership or administration of external or subsidiary bodies.



8.0. REPORTS FROM THE AUDITOR GENERAL

During the reporting period, the Office of the Public Service Commission received audit findings from the Office of the Auditor General relating to recruitment and human resource management processes. This report has not been tabled in Parliament during the year under review. Key issues identified included weaknesses in file management, incomplete documentation, uncertified job descriptions, limited senior management oversight, non-compliance in transfers and promotions, absence of conflict-of-interest controls, and data inconsistencies between HR and payroll systems.

The Commission has agreed to all recommendations and has initiated corrective actions, including the development of a Record Management SOP, implementation of recruitment checklists, establishment of a job description database, and issuance of circulars to strengthen compliance in recruitment practices. Further actions underway include manual revisions, awareness programs, annual audits, and a planned HRMIS upgrade to improve data integrity and system integration. These measures reflect the Commission's commitment to strengthening governance, accountability, and compliance across public service recruitment processes.



9.0. COMMENTS BY THE OMBUDSMAN

During the reporting period, the Office of the Public Service Commission (OPSC) did not receive any reports, recommendations, or comments from the Ombudsman. No actions were therefore required in response.

10.0. RIGHT TO INFORMATION

During the reporting period, the Office of the Public Service Commission (OPSC) did not receive any requests under the Right to Information Act.

11.0. DECISIONS OF COURTS

Public servants retain the right to take the Public Service Commission (PSC) to court under the Public Service Act [CAP 246], with Part 6 specifically covering dispute and disciplinary procedures. This framework allows public servants to appeal decisions they believe are unjust, providing a clear legal avenue to challenge administrative or disciplinary actions.

The Compliance Unit within the OPSC managed disciplinary matters across all 13 government ministries, some of which progressed to the courts. A total of nine (9) court-related cases involving the PSC were ongoing before the Supreme Court in Port Vila. Most remain at the pre-court stage, with no court-determined financial liability to date. These matters primarily relate to employment disputes, eviction cases, and alleged breaches of statutory duty.

The enactment of the Public Service (Amendment) Acts No. 20 and No. 36 of 2025 has strengthened governance, clarified senior leadership roles, and formalized merit-based appointments and performance oversight. These reforms provide the Compliance Unit with clearer authority and processes to manage disciplinary cases, reduce potential legal exposure, and enhance accountability.

The OPSC Secretary continues to oversee all proceedings, ensuring that outcomes are monitored and any operational or governance implications for the OPSC are addressed.

12.0. COMPLAINTS MECHANISMS

The Chapter 6 of the Public Service Staff Regulation Manual (PSSRM) on Managing Staff Disciplines, outlines the Public Service Complaint Mechanism, which is designed to address grievances and ensure fair treatment of public service employees. The mechanism provides a structured process for employees to lodge complaints regarding workplace issues, including misconduct, harassment, and unfair treatment. It emphasizes the importance of confidentiality and impartiality in handling complaints to protect the rights of all parties involved.

11.1 Managing Grievances

The grievance resolution process allows staff members to initiate a grievance for various reasons, such as unresolved issues or conflicts with a Director-General, Director, or equivalent position. The process also covers disciplinary offences listed in Appendix C of the Public Service Staff Regulation Manual (PSSRM), requiring affected parties to reach a mutual agreement in writing. Once an official complaint is received, the Secretary can appoint a Mediator within five days to resolve the dispute within ten working days. The Mediator, who must have relevant experience and skills, is responsible for issuing a notice of grievances and scheduling the mediation session. Both parties must attend the session without legal representation.

The Mediator produces a Memorandum of Mediation (MoM) outlining the discussions and settlement status, which is signed by both parties and submitted to the Secretary. If unresolved, the matter proceeds to the PSC disciplinary process. The Mediator must remain neutral and impartial, promoting dialogue and assisting in dispute resolution. If a similar conflict reoccurs within three years, it is addressed through the PSC disciplinary process. The Mediator is entitled to an allowance, and the relevant Ministry or Department covers this cost. The Commission determines any additional mediation procedures not specified in the chapter.

11.2 Ministerial Disciplinary Committee (MDC)

The general procedures for handling disciplinary matters require ministries to establish a Ministerial Discipline Committee (MDC) to prevent issues and resolve performance or conduct-related problems at the earliest instance. Any internal disciplinary management system developed must be validated by the Commission.

Disciplinary matters should only be referred to the Commission after attempts to resolve them within the ministry have failed. Serious misconduct can lead to suspension on half salary, and a preliminary assessment must be conducted within one week. If necessary, the employee may be temporarily transferred for up to two weeks for proper assessment. The OPSC must provide at least 28 days' notice of a hearing, and the Commission must confirm, vary, or quash the Disciplinary Board's decisions within 45 days.

11.3 Public Service Disciplinary Board

The Public Service Disciplinary Board can recommend decisions to the Commission, which may vary or quash these decisions if new evidence arises.

Aggrieved staff members can appeal to the Supreme Court within 14 days of the Commission's final decision. If the Commission intends to terminate

employment, a 14-day notice must be given for a written response. The removal of a Director General or Director must follow the Public Service Act and employment contract terms. Customary practices are recognized as mitigating factors but do not limit the disciplinary process. The Secretary may temporarily suspend a staff member if necessary, and disciplinary cases must be resolved within six months from the date of suspension.

A staff member dissatisfied with the final decision of the Commission on their disciplinary case has the statutory right to appeal to the Supreme Court within fourteen days of receiving written notice of the decision. This provides an additional layer of oversight and ensures that staff members have recourse if they believe the decision was unjust.

In cases of serious misconduct involving the Secretary of the Public Service Commission, the Chairman or Acting Chairman must report the matter to the Commission immediately. The Commission then suspends the Secretary and refers the case to the Public Service Disciplinary Board (PSDB) or appoints an independent investigative panel.

The Secretary is given an opportunity to respond to the allegations before the matter proceeds. The investigative panel must complete its investigation within 30 working days and submit a report, which is then reviewed by the Commission. The Secretary is summoned to a hearing before an independent panel, and the decision is documented and served to both the

Secretary and the Commission. It is important that no one attempts to influence the Commission or the PSDB in any disciplinary case. This ensures the integrity and impartiality of the disciplinary process. Any person found attempting to influence the process commits a disciplinary offence. However, individuals may make representations or appear as witnesses if requested by the Commission or the PSDB, ensuring that all relevant information is considered in the decision-making process. Refer to Chapter 6 of the Public Service Staff Regulation Manual for more details:

<https://psc.gov.vu/index.php/access-to-information/public-service-staff-manualpssm>

13.0. EQUITY

The Public Service Commission maintained its commitment to gender balance and equity across all decisions and actions. Transparent procedures for advertising vacancies and conducting recruitment were consistently applied, ensuring inclusive practices that attract a diverse pool of candidates regardless of gender or background.

The Commission continued to promote equal employment opportunities by engaging both men and women across various roles within the public service, contributing to a workforce that reflects the broader society. Inclusivity was further strengthened through consideration of persons with special needs, with efforts made to accommodate their requirements and provide equitable access to employment and career progression.

The Commission recognizes the critical contribution of women in enhancing innovation, productivity, and diversity within the public sector. In 2025, progress was observed in the increased representation of women in leadership and decision-making roles across government, reflecting ongoing efforts to advance gender equality and empowerment.

Support for capacity building remained a priority, with the Commission facilitating training and development opportunities for students, interns, and public servants. These initiatives contribute to skills development, succession planning, and the strengthening of the future workforce.

In addition, targeted efforts to promote women in leadership continued through policies and initiatives that support career advancement and professional growth. This approach reinforces a more balanced and representative leadership structure, strengthening the effectiveness and responsiveness of the public service.

14.0. CAPITAL EXPENDITURE

The Office of the Public Service Commission (OPSC) did not acquire any major capital items, including vehicles or equipment, in 2025. No capital expenditure was undertaken by the Ministry or its departments during the year.

15.0. FRAUD

The Office of the Public Service Commission (OPSC) maintained measures to assess and manage the risk of fraud across its operations in 2025.

- **Risk Assessment** – Internal procedures were reviewed to identify potential areas of exposure to fraud, including procurement, financial transactions, and human resource management.
- **Fraud Prevention Measures** – Controls were implemented to minimize opportunities for fraudulent activity. These included adherence to the OPSC procurement guidelines, segregation of duties, and regular reconciliation of financial records.
- **Monitoring and Reporting** – Systems for monitoring compliance and reporting irregularities were reinforced. Staff were reminded of their responsibilities to report suspected fraud or misconduct.
- **Outcome** – No cases of fraud or fraudulent activity were detected in 2025. Risk mitigation measures continue to be applied to ensure transparency and accountability in all operations

16.0. CONTACT

Inquiries or comments regarding this Annual Report may be addressed to the following officer:

Name / Title: Deputy Secretary – Office of the Public Service Commission (OPSC)

Address: PMB 9017, Port Vila, Vanuatu

Telephone: +678 33360

Email: bstephane@vanuatu.gov.vu

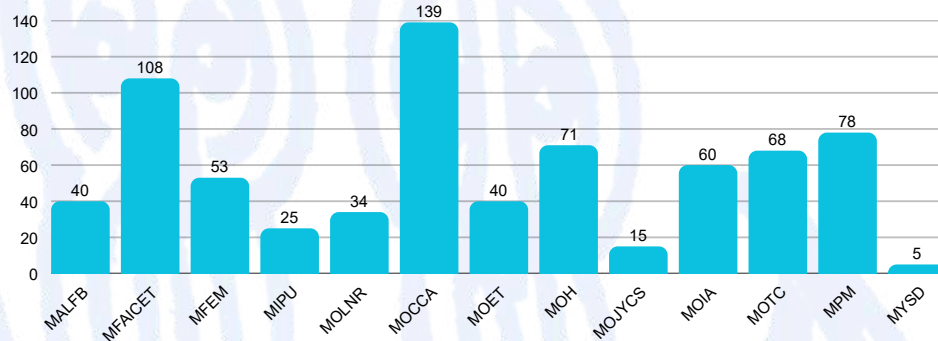
This officer has been nominated by the Secretary to coordinate all matters related to the Annual Report, including receipt of feedback and provision of additional information where required.



17.0. ANNEXES

17.1. ORGANIZATIONAL DEVELOPMENT UNIT

17.1.1. PSC OVERSEAS TRAVEL REPORT BY MINISTRY



Overall, the uneven distribution of overseas travel indicates that resources and international engagement are concentrated in a few key ministries. This may impact budgeting and planning, as ministries with higher travel activity require greater financial allocation and coordination to support their international commitments.

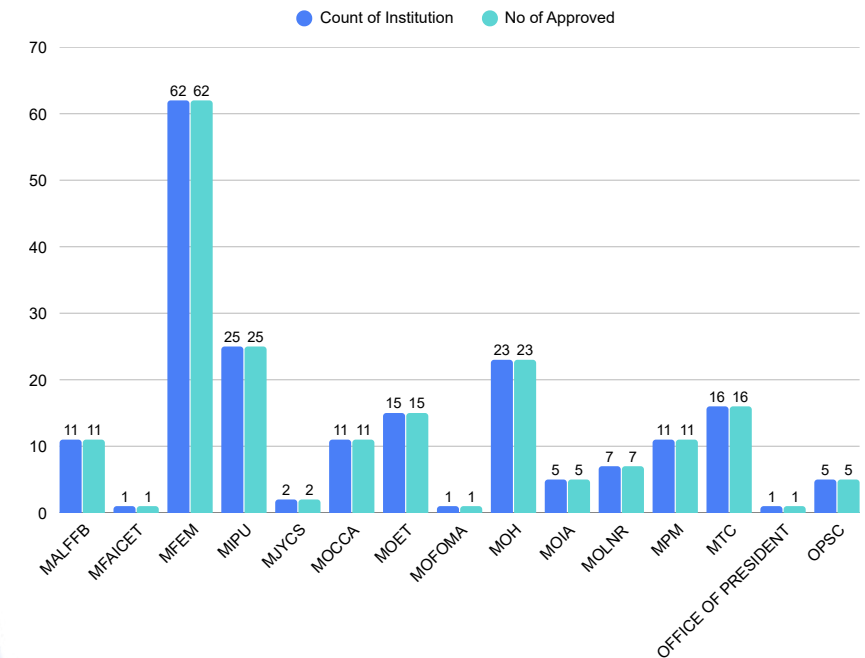
At the same time, lower levels of travel in other ministries may limit opportunities for staff exposure, capacity building, and knowledge exchange. This could create gaps in skills development and reduce the ability of some ministries to engage effectively in regional and international forums.

The analysis of imprest and DSA expenditures across ministries shows a total Imprest allocation of VUV54,407,755 and total DSA of VUV6,311,000. The Ministry of Infrastructure and Public Utilities (MIPU) records the highest Imprest utilisation at VUV35,120,000, significantly exceeding all other ministries, although its DSA remains relatively low at VUV175,000. The Ministry of Lands, Natural Resources and Rural Development (MOLNR) follows with a combined Imprest of VUV 7,630,180 and the highest DSA expenditure at 1,625,000, indicating a comparatively higher level of travel or allowance-related activity.

The Ministry of Prime Minister (MPM) also reflects substantial expenditure, with VUV 4,304,000 in Imprest and the highest DSA allocation among central agencies at VUV 2,980,000, suggesting a strong operational and coordination workload. The Ministry of Foreign Affairs, International Cooperation and External Trade (MFAICET) records a combined Imprest of VUV 4,130,000 and DSA of VUV 1,154,000, indicating moderate but consistent administrative and operational activity. Other ministries such as MOCCA and MFOMA show moderate Imprest and lower DSA allocations, while MFEM and MOTC record relatively lower expenditure levels overall.

Overall, the distribution of imprest and DSA reflects a concentration of operational and travel-related expenditures in a small number of ministries, particularly MIPU, MOLNR, and MPM, while several ministries maintain comparatively lower and more controlled spending profiles. This suggests variability in operational scale, program delivery demands, and travel requirements across ministries, with implications for budget planning, cash flow management, and expenditure oversight.

17.1.2. EXTRA RESPONSIBILITY ALLOWANCE REPORT BY MINISTRY



A total of One hundred and ninety six (196) requests for Extra Responsibility underwent the Performance Improvement Unit (PIU) assessments, all of which were approved, reflecting a 100% approval rate and strong compliance across government.

The Ministry of Finance and Economic Management (MFEM) recorded the highest number of approved assessments (62), followed by the Ministry of Infrastructure and Public Utilities (MIPU) (25) and the Ministry of Health (MOH) (23). Other ministries also demonstrated consistent coverage, while smaller entities each recorded full approval of their respective assessments.

Overall, the results indicate comprehensive implementation of PIU requirements and a high level of adherence to governance and accountability standards across all ministries and agencies.

17.2. INNOVATIONS AND POLICY DEVELOPMENT UNIT (IPDU)

17.1.1. PSC REFORMS

In 2025, the Office of the Public Service Commission (OPSC) through the IPDU continued implementing key reforms across three main areas: Taskforce Establishment, PMS Policy Review, and Systems/Platforms. These reforms aim to strengthen governance, improve workforce planning, enhance accountability, and modernize public service processes. Most reforms are progressing well and require further attention to achieve full modernization, improve efficiency, and strengthen data-driven decision-making.

REFORM TYPE	INITIATIVES	STATUS	GAPS
Establishment of Taskforce	<ul style="list-style-type: none"> • Workforce Planning Taskforce, • Sector Strategy, • Workforce Planning • Digital Taskforce, Decentralisation Acceleration Priority Taskforce 	75% (3/4)	Legislative gaps, poor policy alignment, reduced donor confidence, skills shortages, budget management issues, slow digital adoption
PMS Policy Review (Result Oriented)	<ul style="list-style-type: none"> • ADB partnership, • Decentralisation strategy, • Excel training, • New business plan template, • PSC branding, • Statistical training • PMS Survey • MOU Stocktake and Implementation Performance 	75% (6/8)	Overcentralization, weak governance and accountability, poor data management, ineffective tracking and monitoring, missed opportunities
System / Platforms	<ul style="list-style-type: none"> • Digitalized Recruitment Process, • Smartsheet Initiative, • HRMIS Initiative, • "Decision App" for minutes 	50% (2/4)	Fragmented HR processes, manual reporting, slow minutes writeup, lack of real-time data visibility, inefficient workflows



Photo 1: Handing over of Chairmanship of the Public Service Commission

(L) New Chairman Mr Meto NGANGA, (R) Outgoing Chairman Mr Martin Raoul MAHE - Source: OPSC

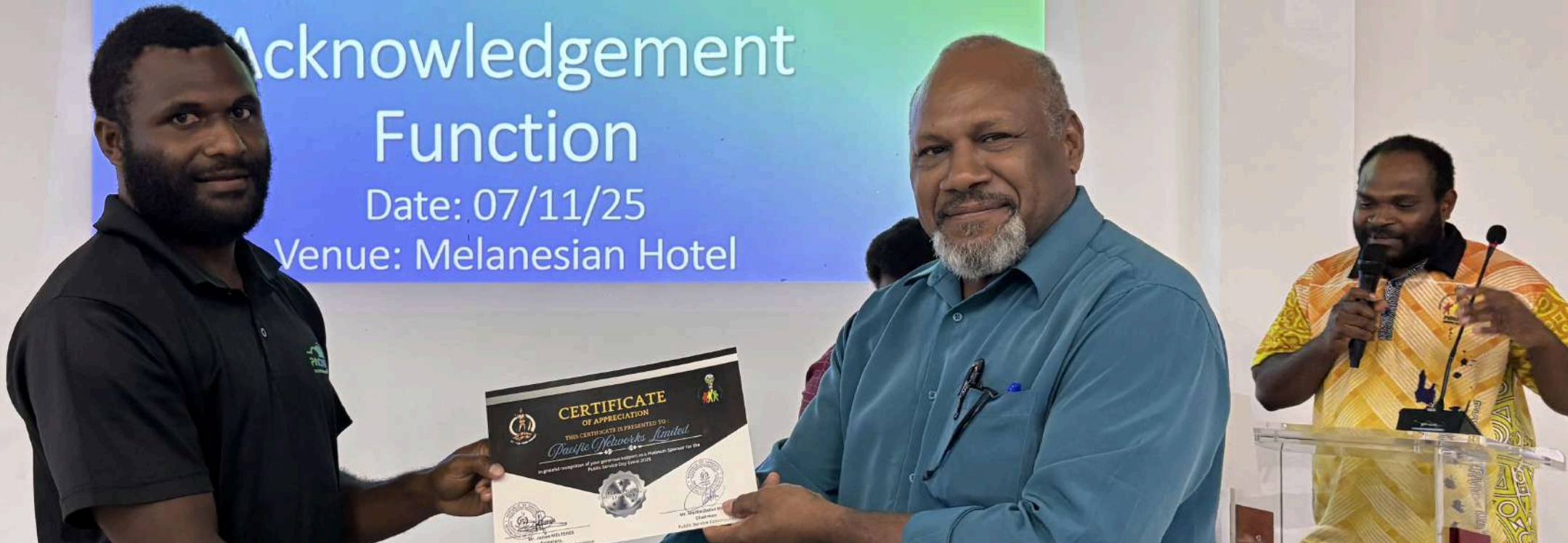
Public Service Day

2025

Acknowledgement Function

Date: 07/11/25

Venue: Melanesian Hotel



*Photo 2: Handing over of Appreciation Certificate to one of the PS Day 2025 - PLATINUM SPONSOR - Pacific Network Limited -PS Day 2025 LL Workshop
(L) PNL Rep , (R) Acting Secretary of the OPSC, Mr. Jean Yves BIBI - Source: OPSC*



OFFICE OF THE PUBLIC SERVICE COMMISSION

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