

# **MINISTRY OF INTERNAL AFFAIRS**

## **CORPORATE PLAN 2022- 2026**

***“Building Resilient Governance, Representation and  
Inclusion for a Safe, Secure and Prosperous Vanuatu.”***



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# 1. MINISTER'S PREFACE



Office of  
Minister of Internal Affairs  
PMB 9036  
Port Vila, Vanuatu

Honourable Minister Ishmael Kalsakau Maau'koro (MP)  
Minister for Internal Affairs and  
Deputy Prime Minister

## 2022 to 2026 CORPORATE PLAN

It is with pleasure that I hereby present the 2022 to 2026 Corporate Plan for the Ministry of Internal Affairs.

The National Sustainable Development Plan (NSDP) is also known as the “People’s Plan.” Therefore, the Ministry of Internal Affairs Corporate Plan (2022– 2026) is also a “People’s Plan” as we seek to align our Ministry’s planning and delivery to empower our people. Accessibility, resilience and anticipatory planning are key strategies. The Ministry encompasses departments critical to providing decentralised services to the people of Vanuatu, especially in the provinces, for the well-being, protection of livelihoods and safety of our nation.

The Corporate Plan for the Ministry of Internal Affairs sets out the Ministry’s vision, mission, values, and strategic objective of decentralisation for the period 2022 to 2026. The Public Service Act (1988) requires Directors General to provide “a Corporate Plan in a form, content and at a time directed by the Public Service Commission.” The National Planning Framework has provided guidelines for Government of Vanuatu Corporate Plans and Business Plans to be developed with our sectoral delivery partners as integrated planning strategies aligned to the National Sustainable Development Plan.

In all of this, people are the key. Accordingly, the Ministry intends to focus on ensuring our Departments are staffed with well qualified officers, supported by capacity building training and resources. This will ensure our team has the skills and capability to deliver the targets of our new Corporate Plan, the key policy, legislation and planning drivers providing the vision for the Ministry of which the NSDP is the centrepiece and to which this Corporate Plan is aligned.

Yours sincerely,

*Signature Block Here*

Honourable Ishmael Kalsakau Maau'koro (MP)  
Minister of Internal Affairs and Deputy Prime Minister

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## 2. DIRECTOR GENERAL'S INTRODUCTION



**Cherol Ala Ianna**  
**Director General**  
**Ministry of Internal Affairs**

The Ministry of Internal Affairs Corporate Plan (2022 - 2026) provides an organisational road map for the next five years for the Departments and Units that make up our Ministry. Over the past years, our Ministry has grown to become a large organisation, a “Mega-Ministry,” unified by the core goal - the welfare of the people of Vanuatu whom we serve.

This ethos is captured succinctly in the name of the Ministry – “Internal Affairs.” That phrase encapsulates our Ministry’s focus of ensuring the internal operations and good governance of our nation from border security on land and at sea, inclusive and transparent elections, the right to earn a meaningful living through safe and secure work, land transport, Identity Management through essential registration ensuring equitable access to basic services, capture of population statistics and vital events, safe communities through community participation and engagement in effective policing and most importantly, decentralisation of services to the provinces where 74.5% of our people reside.

Our Ministry is the vehicle to meet the strategic targets identified in the National Sustainable Development Plan (NSDP) and more recently, in the Government of Vanuatu’s Decentralisation Policy – the delivery of which is, as our Minister has already strongly stated in the Preface, arguably the Government of Vanuatu’s core policy priority and Strategic Objective. Delivery of decentralisation strategies is very strongly centred on this Ministry but is an inter-related policy delivery imperative for all thirteen Ministries of our national Government. A more sectoral approach to delivering this Strategic Objective of decentralisation will be explored through the development of a Sector Strategy. The addition of new agencies – Department of Correctional Services, Malvatumauri, the Vanuatu Cultural Centre and Archives, gives us the opportunity to revisit the purpose and functions of our Ministry. The recently restructured Department of Local Authorities (DLA) and the new Department of Urban Affairs and Planning (DUAP) will provide the main delivery vehicles for decentralisation but all of our MoIA Departments have very important roles to play in devolving services to all of the provinces.



However, unless we “future fit” our Ministry, achieving this vision will be difficult.

We need the right people, with the right skills in the right locations. We must up-skill our current team through targeted training but also focus on the issue of retention and attraction. If we do not appropriately remunerate our officers, they will leave. If we have vacancies for skilled, technical roles that are not attractively remunerated in comparison to the private sector, donor and internal NGO sectors – we will not attract the personnel we need to ensure not merely basic service delivery but the high performance, vision, dedication and professionalism our Ministry requires. Simply, with good people, we get good service.

Progressing a framework of new and revised laws and policy, restructuring our Departments so our Ministry is “Fit for Purpose” to meet the needs demanded by this new legislation and policy framework, devising strong talent acquisition programs for new and vacant posts, capacity building and training to strengthen our team is vital. Resilience to natural disasters and pandemics must be built into anticipatory planning that enables us to pivot and respond to meet both emerging challenges and mitigate risks but also to seize opportunities through the Sector Strategy approach with our sector stakeholder partners.

At an organisational level, I am challenging my team to devise Standard Operating Procedures and Manuals to guide the functions of their offices because in the next five years – the life of this Corporate Plan - over 30% of Public Servants will retire. Unless we have these SOPs, the valuable corporate knowledge of how our agencies work will be at risk.

I like to think of this Corporate Plan being as a vehicle driving along the NSDP Road Map. As the Director General or “driver,” I must look back through the rear view mirror to roads already travelled, to past challenges and learn from the pitfalls along the way but at the same time, strengthened by our past successes, look forward to anticipate both risks and opportunities and to reach our ultimate destination – delivering services and building resilient governance to promote the well-being of the people of Vanuatu whom this Ministry serves.

Signed

Ministry Seal

Cherol Ala Ianna  
Director General  
Ministry of Internal Affairs

### **3: STATEMENT OF MISSION, VISION, OBJECTIVES & VALUES**

#### **VISION:**

Building Resilient Governance, Representation and Inclusion for a Safe, Secure and Prosperous Vanuatu.

#### **MISSION:**

Establish good governance systems to better manage, strengthen and protect human and natural resources and institutions for effective delivery of social, economic and cultural beliefs.

#### **STRATEGIC OBJECTIVE:**

The Ministry of Internal Affairs exists to provide decentralised services to the people of Vanuatu, especially in the provinces and for the well-being, protection of livelihoods and safety of our nation.

#### **VALUES:**

- Rule of Law
- Trust
- Integrity
- Team work
- Equity;
- Accountability;
- Cooperation;
- Transparency;
- Honesty;
- Communication;
- Respect;
- Quality Services to our clients;
- Political Neutrality;
- Efficiency and Effectiveness.

**NATIONAL SUSTAINABLE DEVELOPMENT PLAN & SDGs  
FOR MINISTRY OF INTERNAL AFFAIRS**

<b>SOCIETY PILLAR</b>				
<b>POLICY OBJECTIVE</b>	<b>SMART INDICATORS</b>	<b>Targets by 2030</b>	<b>SDG</b>	<b>ADR</b>
<b><i>SOCIETY 1: A Nation based on traditional governance and Christian principles, which underpin our culture and continue to bestow life skills and knowledge to future generations</i></b>				
<b>SOC 1.1:</b> Promote and protect indigenous languages	<b>SOC 1.1.3</b> Proportion of endangered languages documented	50% Increase	11.4	Vanuatu Museum & Archives; Malvatumauri
<b>SOC 1.2:</b> Preserve and enhance cultural and traditional knowledge, including appropriate medicines, natural remedies and healing practices	<b>SOC 1.2.1</b> Proportion of population with knowledge of traditional stories, dances, songs, and games	TBD	11.4	Vanuatu Museum & Archives; Malvatumauri
	<b>SOC 1.2.2</b> Proportion of population possessing common and basic traditional production skills related to weaving, transport, housing, farming, food preparation	TBD	11.4	Vanuatu Museum & Archives; Malvatumauri
	<b>SOC 1.2.3</b> Proportion of population with ability to 1: produce herbal medicines, and 2: massage	TBD	11.4	Vanuatu Museum & Archives; Mavatumauri
<b>SOC 1.3:</b> Conserve sites of cultural and historical significance	<b>SOC 1.3.1</b> Total number of sites with cultural and/or historical significance newly identified, registered and preserved	30% Increase	11.4	Vanuatu Museum & Archives; Mavatumauri
SOC 1.4: Strengthen links between traditional and formal governance systems	SOC1.4.1 Proportion of bills that are reviewed by MCC prior to parliamentary debate	100%	16.6	CSU; VPF; Crime Prevention; DLA
<b><i>SOCIETY 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions.</i></b>				
SOC 4.1: Implement gender responsive planning and budgeting processes	SOC 4.1.1 Proportion of government departments with gender responsive policies, legislation and programs	20% Increase	5.5	All agencies
SOC 4.2: Prevent and eliminate all forms of violence and discrimination against women, children and vulnerable groups	SOC 4.2.2 Number of reported cases of violence against women, children, and vulnerable people	10% Increase	5.2	All agencies

	SOC 4.2.3 Percentage of reported cases of violence against women, children, and vulnerable people addressed	10% decrease	5.2	All agencies
SOC 4.3: Empower and support people with disabilities	SOC 4.3.1 Proportion of population reporting some degree of disability		10.3	All agencies
	SOC 4.3.2 Percentage of public buildings and banking, employment and recreational facilities allowing access for people with disabilities	50% Increase	10.4	All agencies
	SOC 4.3.2 Percentage of all political, community and government leadership positions have people with disability represented	40% Increase		All agencies
SOC 4.5: Ensure all people, including people with disabilities, have access to government services, buildings and public spaces	SOC 4.5.1 Proportion of Government Offices and public facilities with ramp access or some disability friendly rating	50% Increase	10.3	All agencies
<b><i>SOCIETY 5: A society where the rule of law is consistently upheld, and access to timely justice is available to everyone</i></b>				
SOC 5.1: Ensure all people have timely and equitable access to independent, well-resourced justice institutions	SOC 5.1.1 Proportion of Justice and Community Services Sector Capacity Development Strategy 2017-2020 implemented	50% Increase	16.3	Crime Prev, PSC, VPF, VMF, PMW
SOC 5.3: Build the institutional capacity of national security forces and ensure they are adequately resourced to meet performance targets	SOC 5.3.1 Annual number of community safety assessments carried out by VPF	1 per year	14.4	Crime Prev, PSC, VPF, VMF, PMW
	SOC 5.3.2 Total number of national security forces per 1,000 population	900 by 2020		VPF, VMF, PMW
SOC 5.4: Protect our Exclusive Economic Zone (EEZ) through effective maritime security and monitoring	SOC 5.4.1 Annual number of patrol missions within EEZ		14.4	PMW,
SOC 5.5: Strengthen links between traditional and formal justice systems and the role of chiefs in maintaining peace and stability	SOC 5.5.1 Total number of annual community engagement activities undertaken by national law enforcement officers	50%	16.7	Crime Prev, VPF, VMF, PMW
	SOC 5.5.2 Incidents of theft and vandalism reported annually to the police (and the proportion of reported incidents to unreported)		16.7	VPF,
<b><i>SOCIETY 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu</i></b>				

SOC 6.1: Enhance the capacity and accountability of public officials, and ensure the impartiality and effectiveness of performance management systems	SOC 6.1.2 Annual number of public officials receiving relevant qualifications through VIPAM and other government programs	50%	16.6	MOIA, CSU, DUAP, DOL VEO, LTA, VPF, CRVS
SOC 6.2: Reform State Owned Enterprises and statutory bodies to improve performance that is aligned to government priorities	SOC 6.2.1 Proportion of SOEs and Statutory bodies submitting annual reports to their Boards of Directors	100%		CSU
SOC 6.3: Enact political reforms that promote stability, accountability, constituency representation and civic engagement	SOC 6.3.1 Proportion of eligible population reporting to have voted in last election		16.7	VEO, LTA, CRVS,
SOC 6.4: Strengthen national institutions to ensure that are cost-effective and well-resourced to deliver quality public services	SOC 6.4.1 Proportion of Business Plan objectives met as reported in Department Annual Reports	100%	16.6	MOIA, CSU, Independence Celebr, DUAP, DLA, DOI, DOL, VEO, LTA, CRVS,
SOC 6.5: Strengthen local authorities and municipal institutions to enable decentralised service delivery	SOC 6.5.1 Change in annual budget going to Provinces, Municipalities towards operations/programs (devolution of funding authority)	10%	12.7	MOIA, CSU, Independent Celeb, DUAP, DLA, DOI
	SOC 6.5.2 Proportion of provinces with up-to-date three year "rolling" plans submitted to DLA	100%	16.6	DLA,
SOC 6.6: Strengthen physical planning and management to meet the service delivery needs of a growing population	SOC 6.6.1 Proportion of declared physical planning areas that have a physical plan	1 planner each year	11	DUAP
SOC 6.9: Strengthen research, data and statistics for accountability and decision-making	SOC 6.9.2 Percentage of NSDP strategic objectives achieved	75%	17.8	LTA, CRVS,

#### ENVIRONMENT PILLAR

**ENVIRONMENT 2: *An economy which fosters sustainable growth and development through low impact industries and modern technologies to ensure the well-being of future generations***

POLICY OBJECTIVE	SMART INDICATORS		SDG	ADR
ENV 2.2: Ensure new infrastructure development activities cause minimal	ENV 2.2.1 Number of development projects complying with EIA requirements	50%	11c	DUAP,

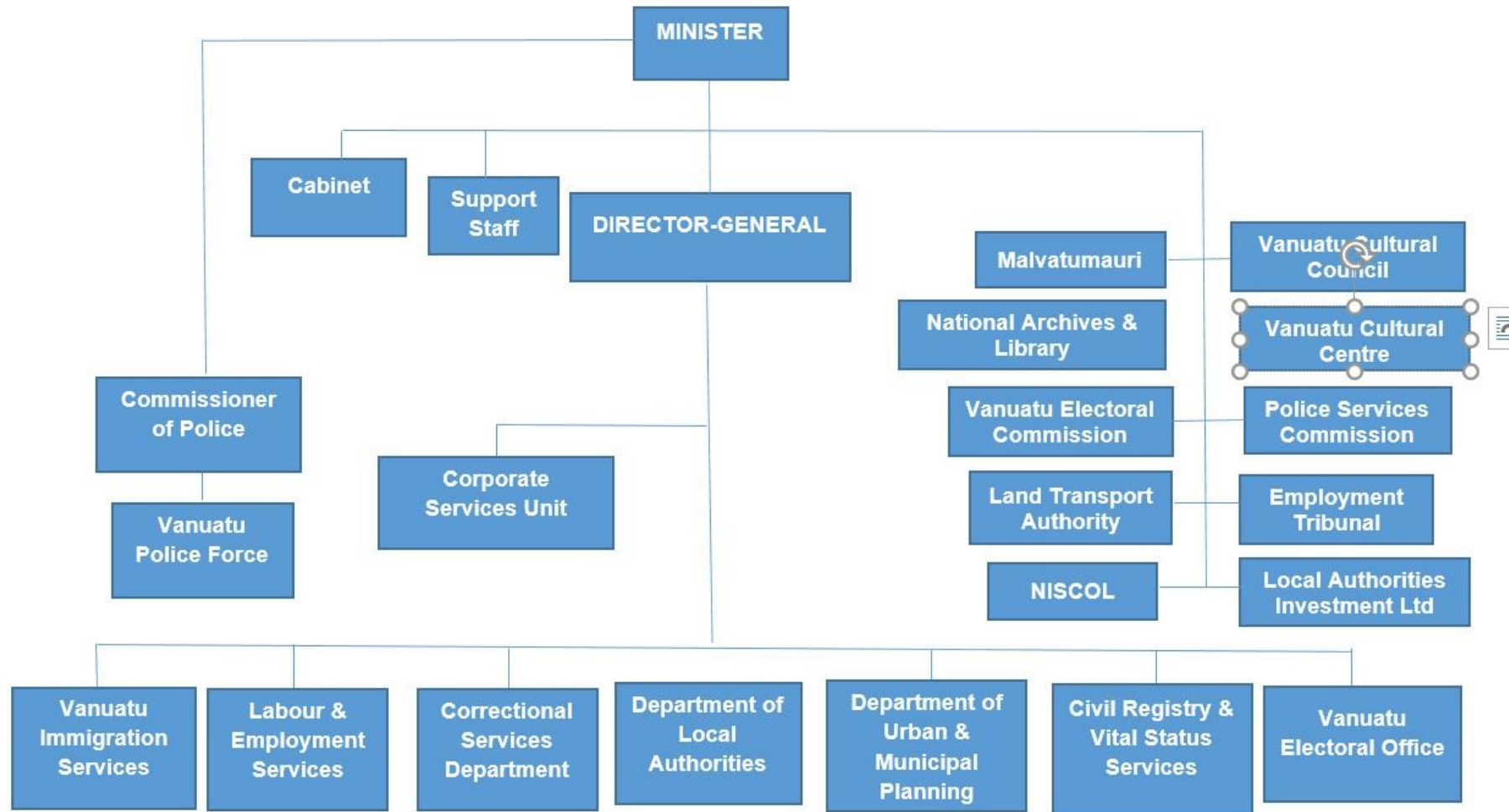


disturbance to the natural land and marine environment				
ENV 3.1: Institutionalise climate change and disaster risk governance, and build institutional capacity and awareness	ENV 3.1.1 Proportion of government ministries with policies, budgets, and legislation for CC & DRM	100%	13.2	MOIA, CSU, DUAP, DLA
	ENV 3.3: Mainstream climate and disaster risk into policies, strategies and planning at all levels.	100%	13 b	MOIA, CSU, DUAP, DLA
<b>Environment 4:</b> A nation which utilises and sustainably manages our land, water and natural resources.				
ENV 4.1: Strengthen local authorities and municipal planning authorities to enact and enforce land use planning laws and regulations	ENV 4.1.1 Proportion of declared physical planning areas that have a physical plan	100%	11 a	DLA,
<b>ECONOMY PILLAR</b>				
<b><i>Economy 1: A stable and prosperous economy, encouraging investment and providing economic opportunities for all members of society throughout Vanuatu</i></b>				
<b>POLICY OBJECTIVE</b>	<b>SMART INDICATORS</b>		<b>SDG</b>	<b>ADR</b>
ECO 1.2: Improve government revenue generation	ECO 1.2.1 Change in government revenue	30%	17.1	MOIA, CSU, DUAP, DLA, DOI, DOL, VEO, LTA, CRVS,
<b>Economy 2:</b> Sustainable and well-maintained infrastructure and services for all through inclusive and effective partnerships				
ECO 2.3: Ensure that all public infrastructure, including health, education and sports facilities are safe, accessible, secure and maintained in compliance with building codes and standards	ECO 2.3.1 Proportion of new buildings in compliance with the building code	100%	9.1	DUAP, DLA,
	ECO 2.3.2 Proportion of existing buildings repaired in compliance with the building code	100%	11.2	DUAP, DLA,
<b>Economy 3:</b> A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity				
ECO 3.6: Improve the provision of government services in rural areas	ECO 3.6 Decentralisation Policy in place	30%	1.4	MOIA, CSU, Independent Celeb, Crime Prev, DUAP, DLA, DOI, DOL, VEO, LTA, VPF, VMF, PMW, CRVS

<b>Economy 4:</b> An enabling business environment, creating opportunities and employment for indigenous and foreign entrepreneurs throughout Vanuatu.				
ECO 4.5: Increase the number of decent, productive employment opportunities, particularly for young women and men, and people with disabilities	ECO 4.5.1 Employment cost index (ECI)		8.5	DOL
ECO 4.6: Ensure the health and safety, employment rights and skills development of the workforce	ECO 4.6.1 Labour force participation by sector		8.8	DOL
	ECO 4.6.2 Total annual number of validated complaints registered with Labour Union		8.8	DOL
ECO 4.7: Increase labour mobility nationally and internationally, including through the collection and analysis of comprehensive labour market data	ECO 4.7.1 Change in total number of individuals participating in seasonal work programmes		8.8	DOL
	ECO 4.7.2 Labour market flows		8.8	DOL
	ECO 4.7.3 Total annual remittances as a proportion of GDP		8.8	DOL

## SECTION 4: OVERALL MINISTRY OF INTERNAL AFFAIRS STRUCTURE

### Ministry of Internal Affairs Organisational Structure



## 5: FUNCTIONS OF THE MINISTRY OF INTERNAL AFFAIRS

The Hon Ishmael Kalsakau Maau'koro (MP), Minister of Internal Affairs and Deputy Prime Minister has clearly stated that the core function and Strategic Objective of the Ministry is to provide decentralised services to the people of Vanuatu. The functional capacity of the Ministry to deliver this Strategic Objective is framed by an enabling raft of Legislation (current Acts Bills and drafts), Regulations, Policy, International Conventions, Standard Operating Procedures to deliver polices legislation and Conventions and COM Papers.

An audit of this framework of Legislation (current Acts Bills and drafts), Regulations, Policy, International Conventions, Standard Operating Procedures is being undertaken to determine force, compliance and need for development, review, drafting and ratification to operationalised in Business Plans for the responsible Ministry agency.

FUNCTIONS OF THE MINISTRY	
Policy Drivers	National Sustainable Development Plan and Decentralisation Policy
Legislation	<i>Acts in Force:</i> Police Act (CAP 105); Decentralization Act (CAP230); Physical Planning Act (CAP193); Representation of the People Act (CAP 146); Civil Registry Act (CAPP 60); Vanuatu Electoral Office Act; Marriage Act (CAP 61); Immigration Act (CAP 66); Armorial Bearing & State Flags Act (CAP 107); Explosives Act (CAP 6); Liquor Licensing Act (CAP 52)t; Public Order Act CAP 84); Foreshore Act (CAP 90); Seasonal Employment Act (No 23/2007); Trade Dispute Act (Cap 161); Work Permit Act (CAPP 187); Employment Act (Cap 106); Municipal Act (CAP 126); Vanuatu Cultural Council Act (CAP 186); National Council of Chiefs Act (No.23 of 2006). <i>Awaiting Gazettal:</i> Civil Registry & Identity Management Bill; National Identity Card Bill
Services to the Public	Decentralisation of Services such as national security and well-being; border control, access to employment opportunities; working with communities for first offenders' programs and crime awareness; Workplace Health & Safety; business entrepreneurship; employment services; Seasonal Workers Program, Regional Seasonal Employment; Pacific Labour Scheme, issue and tracking of passports; provision, tracking & administration of Special Category Exemption Visas; National Identity management; National ID Cards; validated Electoral Roll; election services; rural livelihoods support and provincial entrepreneurship; support for Area Councils and Local Authorities; safe, reliable, compliant public land transport; administration of municipalities; urban planning and foreshore development; maritime security; support for disaster & emergency response; support for Vanuatu registered NGOs to progress support for civil society initiatives and governance compliance; support for visiting delegations; liaison with sector stakeholders & development partners on matters to do with affairs and security of the nation domestically and internationally.

Services to Other Agencies	<i>Ministry Partners</i>
	Prime Minister's Office, Council of Ministers (COM), Development Committee of Officials (DCO); Ministry of Finance & Economic Management, National Statistics Office & Central Tenders Board; Ministry of Trade; Ministry of Foreign Affairs; Ministry of Climate Change particularly National Disaster Management Office (NDMO); Ministry of Health, Ministry of Education; Ministry of Infrastructure and Public Utilities; Ministry of Lands; Ministry of Youth & Sport; Ministry of Agriculture, Livestock, Forestry, Fisheries & Biosecurity; Justice Sector, DSSPAC; Aid Coordination Unit; Reserve Bank & FIU.
	<i>Development Partners, International Agencies &amp; NGOs</i>
	Department of Foreign Affairs & Trade (Australia); Ministry of Foreign Affairs & Trade (NZ); Peoples Republic of China; Japan; European Union; France; UNDP, UNICEF, FAO, IFAD, ILO, IOM, UNCDF, UNCTAD, UNDP, UN Environment, UNESCO, UNFPA, UNICEF, UNOCHA, UN Women, WFP, WHO, International Red Cross; UNESCAP; ITU; UNESCO; UNOSAT, UNEP; UNIDOC: WMO, IOM; CARE, Live & Learn, Oxfam, World Vision; Australian Volunteers Program, Peace Corps; Volunteers International (NZ); JICA; VANGO.
Governance (MoIA agencies)	Cabinet; Corporate Services Unit; Department of Labour; Department of Immigration & Passport Services; Correctional Services Department; Department of Local Authorities; Department of Urban Administration Planning; Civil Registry & Vital Statistics; Vanuatu Electoral Office, Vanuatu Police Force; Vanuatu Mobile Force, Vanuatu Maritime Wing; Vanuatu Electoral Commission, Police Commission, Public Land Transport Authority; Employment Tribunal; Malvatumauri; Vanuatu Cultural Council, Vanuatu Cultural Centre, Vanuatu National Archives & Library
Corporate Services Unit Functions	The Corporate Services Unit functions are to provide leadership direction, administration, coordination and support services across all portfolios of the Ministry; to provide support services in planning and reporting as per GOV planning and reporting cycle to promote accountability, transparency & compliance; to undertake prudent financial, infrastructure and assets management of the Ministry's resources with 100% compliance to the PFEM & CTB Acts; to provide M&E reports to DG on legislation drafting & approvals, policy & planning implementation; to undertake NGO coordination for consultative partnerships and initiatives in civil society; to liaise with sector stakeholders & development partners on matters to do with affairs of the nation domestically and internationally; to undertake Human Resources Management for the Ministry to progress restructures to ensure staffing, capacity building for effective and professional services delivery in central and decentralised provincial locations.
Other Functions	Support in times of emergency and disasters



## SECTION 6: ENVIRONMENTAL SCAN (NOVEMBER 2021):

STRENGTHS		WEAKNESSES	
INTERNAL	EXTERNAL	INTERNAL	EXTERNAL
<ul style="list-style-type: none"> <li>• Planning for next 5 years gives direction to activities</li> <li>• NSDP outlines significant roles for MoIA</li> <li>• Well qualified staff &amp; strong leadership</li> <li>• Strong organisational culture</li> <li>• Committed staff at department level</li> <li>• Legislation &amp; policies developed</li> <li>• Understanding of linkages between BP NSDP &amp; CP</li> <li>• Qualified staff multi-tasking</li> <li>• Team spirit + working relationships</li> <li>• Strong Executive level leadership</li> <li>• Strengthen; Review the work permit application process (database, Review the labour work permit Check List form).</li> <li>• Review reserved occupations: The new amended of 20 April 2021 helps to create opportunities for Job seekers and local counterpart to be promoted to higher positions.</li> <li>• Being engaged to screen special category VISA applications</li> <li>• Good collaboration with team members</li> </ul>	<ul style="list-style-type: none"> <li>• Access to technical support and capacity buildings initiatives</li> <li>• Strong partnerships with Communities, Provincial Government &amp; other Departments to advance same outcomes</li> <li>• Strong working cooperation &amp; robust partnerships with donors partners ie UNDP, UNICEF, ADB, DFAT, MFAT</li> <li>• Sharing of resources</li> <li>• Consultation and workshops with sub associations</li> <li>• Clear objectives for donors to invest &amp; strengthen partnership</li> <li>• Access to technical support (IRD)</li> <li>• Capacity building initiatives for staff</li> </ul>	<ul style="list-style-type: none"> <li>• Staffing issues (delays in recruitment, Acting Positions, discipline, low capacity)</li> <li>• Shortage of Resources, Tools (Data Base system, Vehicle; Camera; Laptop)</li> <li>• Alignment of budget to BP to Corporate Plan and NSDP M&amp;E Frameworks</li> <li>• Need to strengthen financial management capacity of MoIA to within approved budgets</li> <li>• Finance Officers not properly trained</li> <li>• Too much of budget to staffing; not enough for operations</li> <li>• Poor time management and poor planning</li> <li>• Procrastination with the execution of organisational planning</li> <li>• Delays in communication of important information between units in Department ie lack of staff meetings</li> <li>• Lack of professional office space</li> <li>• Continuous delay and wrong entries done on FMIS although proper breakdowns provided</li> <li>• Business Plan &amp; Corporate Plans outdated</li> <li>• Directors must "own responsibility" to deliver plans</li> <li>• Current MoIA structures are out-dated</li> <li>• No direct supervision &amp; poor compliance to PMR processes</li> </ul>	<ul style="list-style-type: none"> <li>• High number of activities and stakeholders to manage</li> <li>• Complex Ministry – many Departments &amp; agencies to manage and resource</li> <li>• Changes in policy direction negatively impacts forward planning &amp; budget availability</li> <li>• Need stronger Sector Analyst &amp; Expenditure Analyst support in regards to reporting, budget &amp; linkages to MoIA Executive &amp; managers</li> <li>• Unplanned activities cause budget mismanagement – too many last minute decisions</li> <li>• Resources are not shared equitably</li> <li>• Lack of cooperation between agencies</li> <li>• Delays in work activities that relate to other departmental contributions to our work plans</li> <li>• Poor work ethics of some Department officers</li> <li>• Provinces are areas of need/focus</li> </ul>
←Well qualified team→		←Need for Stronger Coordination→	

OPPORTUNITIES		THREATS	
INTERNAL	EXTERNAL	INTERNAL	EXTERNAL
<ul style="list-style-type: none"> <li>• Extend service delivery and government arm to Ward Councils as MoIA is the Government Arm that directs development to Area Council level</li> <li>• Strengthen private sector, civil society, regional, provincial and community partnerships</li> <li>• Need financial management training for MoIA Executive</li> <li>• Develop mechanisms for using resources within Ministry</li> <li>• Many donors interested in this Ministry</li> <li>• Expand online shared data bases</li> <li>• Use resources to generate revenue</li> <li>• Need to review MoIA legislation and policy framework</li> <li>• Provide adequate support to provincial officers.</li> <li>• To create a better and faster network communication (Email, Zoom).</li> <li>• Protect client's information and confidential documents</li> <li>• SOPs needed for important complex &amp; time consuming work areas i.e. Special Category Exemption Visas to clearly outline legal process, compliance and delegated responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Need a Sector Strategy to engage MoIA stakeholders</li> <li>• External technical support needed</li> <li>• Improve on-line platforms</li> <li>• Other Departments need to understand our government structure to build their Human Resources at the Area Council level up to National Government to address service delivery</li> <li>• More awareness to external parties especially on local government sectors</li> <li>• Strengthen donor partnerships</li> <li>• Donor support for capacity building training overseas through scholarships</li> <li>• Develop projects for donor funding</li> <li>• More provincial resources</li> <li>• Create opportunities for job seekers and local counterparts to be promoted to higher positions</li> <li>• Consultation with political parties about Ministry plans (Corporate &amp; Business) so that budget is better managed</li> </ul>	<ul style="list-style-type: none"> <li>• Decrease vacant positions with need for long term strategic approach to recruitment</li> <li>• Poor attitude/ work ethics of some staff</li> <li>• Major policies have no Implementation Plans</li> <li>• Too much reactive, last minute planning – need anticipatory forward looking plans &amp; vision</li> <li>• Not enough skilled human resources</li> <li>• Need for long term strategic approach to maximize recruitment outcomes i.e. Internship &amp; HRD Strategy</li> <li>• Lack of clarity with roles and responsibilities between departments</li> <li>• Needs stronger management of funds</li> <li>• No internal audit to protect against malpractice</li> <li>• No proper Orientation Program for new staff</li> <li>• Not enough skilled, qualified staff in Provinces &amp; Municipal Councils</li> <li>• Need proper sub-national plans to manage development growth in the next 5-10 years</li> <li>• Lack of budget to support operations</li> <li>• To identify emerging practices and encourage accountability (local counterpart).</li> <li>• To establish equal opportunities (Wages; Occupation; Qualification).</li> <li>• Officers creating empires when they have been in the organisation for too long</li> <li>• Lack of Public Service motivation</li> </ul>	<ul style="list-style-type: none"> <li>• Need good Business Continuity Planning because of increasing frequency &amp; intensity of natural disasters increase Vanuatu's vulnerability to natural disasters.</li> <li>• Political instability leads to policy direction changes</li> <li>• High expectations from donors, community &amp; government</li> <li>• Some contracts have short duration to Corporate Plan</li> <li>• Exceptional requests vs existing budget</li> <li>• Time consuming donor project reports &amp; administration</li> <li>• Need Fraud Policy for the Ministry</li> <li>• The need to provide adequate vocational training centres and wider skills training for technical positions.</li> <li>• Consultation with political parties about Ministry plans (Corporate &amp; Business) so that budget is better managed and parties know what can be expected/delivered by the Ministry</li> </ul>
← Earn Revenue for GoV →		← Alignment Between Agencies →	

## CORPORATE PLAN MATRIX

STRATEGIC DIRECTION: THE MINISTRY EXISTS TO PROVIDE DECENTRALISED SERVICES TO THE PEOPLE OF VANUATU, ESPECIALLY IN THE PROVINCES AND FOR THE WELL-BEING, PROTECTION OF LIVELIHOODS AND SAFETY OF OUR NATION					
PROGRAM: MIA MINISTRY OF INTERNAL AFFAIRS					
ACTVITY: MIAA: CABINET					
Strategic Objective for Cabinet	Provide direction for the implementation of Government policy directives and alignment of the Ministry of Internal Affairs department activities with the NSDP				
NSDP Policy Objectives & Targets	SOC 1: A Nation based on traditional governance and Christian principles, which underpin our culture and continue to bestow life skills and knowledge to future generations (SOC 1.4: 50%) SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase) SOC 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu (SOC 6.1: 50% reduction, 50% increase, SOC 6.4: 100%, SOC 6.5: 10% increase, 100% rolling plan) ENV 3: A strong and resilient nation in the face of climate change and disaster risks posed by natural and man-made hazards (ENV 3.1: 100% CC&DRM develop, 100% application, 50% formal arrangements) ECO1: A stable and prosperous economy, encouraging trade, investment and providing economic opportunities for all members of society throughout Vanuatu (ECO 1.2: 30% Increase) ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)				
Ministry Policy	Decentralisation Policy				
Objectives	Objective 1: To manage cabinet services, providing coordination of all Departments and statutory portfolios under the Ministry; Objective 2: To provide support for the effective administration, budget expenditure support of Cabinet and the Minister’s office; Objective 3: To progress the implementation of Government policy directives and alignment of the departments activities with the NSDP; Objective 4: To develop legislation, policy, planning & reporting frameworks so that Internal Affairs of the state are handled in a professional, consultative manner by all parties. Objective 5:To establish, expedite and promote systems in which all citizens, visitors and investors feel safe and secure				
Program	Program MIAA: Cabinet Support				
Objectives	Objective 1:To manage cabinet services, providing coordination of all Departments and statutory portfolios under the Ministry;				
Outcome	Effective cabinet management and coordination of all statutory portfolios under the Ministry				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1 Provision of advice for Political Advisors and the Cabinet support staff		1.1.1 Advice on matters related to the Ministry functions and COM deliberations provided to Political Advisors and the Cabinet support staff of the Ministry (5 DCO/COM Papers)	Director General	2022-2026	Regular Management Meetings to ensure Minister and Cabinet is well informed & supported for well consulted DCO/COM Papers
Objective	Objective 2: To provide support for the effective administration, budget expenditure support of Cabinet and the Minister’s office;				

Outcome	Compliant use of budget allocated by the Cabinet and Minister’s office				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1 Operations of the Cabinet		2.1.1 Operations of the Cabinet are run efficiently within the limited budget maintained in collaboration with the Director General’s office.	Director General & Finance Manager (CSU)	2022-2026	FM provides Monthly Reports to DG on overspend & underspends for Cabinet operations
		2.1.2 Regular Management meetings with Heads of Department with Actions Arising for implementation	DG; Heads of Department and CSU Management Team	2022-2026	Meeting Minutes demonstrate implementation of Actions Arising
Objective	Objective 3: To progress the implementation of Government policy directives and alignment of the departments’ activities with the NSDP				
Outcome	MoIA Department Policy is in alignment to the NSDP				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1 Development of policy directions and propose implementation measures		3.1.1 Department policy papers (5) drafted, discussed, and approved for DCO consideration to strengthen management and financial issues regarding municipalities and provincial government.	Director General; Director DLA; Policy & Liaison Officer (CSU)	2022-2026	DCO and policy papers are broadly consulted before presentation and advance NSDP targets
Objective	Objective 4: To develop legislation, policy, planning & reporting frameworks so that Internal Affairs of the state are handled in a professional, consultative manner by all parties.				
Outcome	Legislation, policy, planning & reporting framework supports transparent governance and effective service delivery				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
4.1 Review, revise and implement legislation, policy, planning & reporting framework of the Ministry		4.1.1 Expedite amendments of regulations & legislation required for the effective operations of the Ministry’s Departments & Units x 5	Director General; Compliance Officer (CSU); Policy & Liaison Officer (CSU); M&E Officer (CSU)	2022-2026	M&E Reports to DG track review revision and implementation processes (particularly Implementation Plans) for legislation, policy, planning & reporting
		4.1.2 Coordinate department legislative amendments (x3) through CSU	Director General; Compliance Officer (CSU); Policy & Liaison Officer (CSU); M&E Officer (CSU)	2022	M&E Reports to DG track review revision and implementation processes for legislation

	4.1.3 100% compliance with GoV reporting and planning cycle	Director General; Compliance Officer (CSU); Policy & Liaison Officer (CSU); M&E Officer (CSU)	2022	M&E Reports demonstrate activity achievements and areas/gaps needing further support.
<b>Objective</b>	<b>Objective 5: To establish, expedite and promote systems in which all citizens, visitors and investors feel safe and secure</b>			
<b>Outcome</b>	<b>Safety and security in Vanuatu for all citizens, visitors and investors</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
5.1 Policy development	5.1.1 Policy papers drafted, discussed, and approved for DCO consideration to strengthen systems 5.1.2 Implementation Plans prepared	Director General; Policy & Liaison Officer (CSU)	2022-2026	Draft policies are well consulted with stakeholders
<b>ACTIVITY MIAB: CORPORATE SERVICES</b>				
<b>CSU's Strategic Objective</b>	<b>To provide decentralised services to the people of Vanuatu, especially in the provinces, through the coordination, resourcing, legislation &amp; policy, administration and reporting for the Ministry Departments and agencies</b>			
<b>NSDP Policy Objectives &amp; Targets</b>	<p><b>SOC 1: A Nation based on traditional governance and Christian principles, which underpin our culture and continue to bestow life skills and knowledge to future generations (SOC 1.4: 50%)</b></p> <p><b>SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase)</b></p> <p><b>SOC 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu (SOC 6.1: 50% reduction, 50% increase, SOC 6.4: 100%, SOC 6.5: 10% increase, 100% rolling plan)</b></p> <p><b>ENV 3: A strong and resilient nation in the face of climate change and disaster risks posed by natural and man-made hazards (ENV 3.1: 100% CC&amp;DRM develop, 100% application, 50% formal arrangements)</b></p> <p><b>ECO1: A stable and prosperous economy, encouraging trade, investment and providing economic opportunities for all members of society throughout Vanuatu (ECO 1.2: 30% Increase)</b></p> <p><b>ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)</b></p>			
<b>Ministry Policy</b>	<b>Decentralisation Policy</b>			
<b>CSU Objectives</b>	<p><b>Objective 1. To provide leadership direction, administration, coordination and support services across all portfolios of the Ministry,</b></p> <p><b>Objective 2. To provide support services in planning and reporting as per GOV planning and reporting cycle to promote accountability, transparency &amp; compliance</b></p> <p><b>Objective 3. To undertake prudent financial, infrastructure and assets management of the Ministry's resources with 100% compliance to the PFEM &amp; CTB Acts</b></p> <p><b>Objective 4: Provide M&amp;E reports to DG on legislation drafting &amp; approvals, policy &amp; planning implementation.</b></p> <p><b>Objective 5. Undertake NGO coordination for consultative partnerships and initiatives in civil society.</b></p>			



	<b>Objective 6: Liaise with sector stakeholders &amp; development partners on matters to do with affairs of the nation domestically and internationally.</b> <b>Objective 7: Undertake Human Resources Management for the Ministry to progress restructures to ensure staffing, capacity building for effective and professional services delivery in central and decentralised provincial locations.</b>				
<b>Program</b>	<b>PROGRAM MIAB: CORPORATE SERVICES</b>				
<b>Objective</b>	<b>Objective 1. To provide leadership direction, administration, coordination and support services across all portfolios of the Ministry,</b>				
<b>Outcome</b>	<b>Evidence of leadership direction, administration, coordination and support services across all Ministry portfolios ensuring service delivery, especially in the provinces</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
1.1 Organisation of Management Meetings		1.1 Regular Executive meetings (x 20) with Department Heads, Senior Officials and Finance & Admin officer to implement leadership directives, administration, coordination and support services	Director General, Directors, Agency Heads & EO	2022-2026	Meetings (20) held regularly with Minutes & Actions Arising provided and tracked for implementation
		1.2 Attend DCO meetings (x 20) with appropriate paperwork DCO Papers, draft Ministry Policy Papers and Briefing Notes as needed	Director General,	2022-2026	20 DCO Meetings attended to progress MoIA policy issues
<b>Objective</b>	<b>Objective 2. To provide support services in planning and reporting as per GOV planning and reporting cycle to promote accountability, transparency &amp; compliance</b>				
<b>Outcome</b>	<b>Accountability, transparency and compliance in use of resources, budget for service delivery</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
2.1 Provision on time of plans & reports as per GoV Reporting & Planning Cycle.		2.1.1 All plans & reports in GoV planning & reporting cycle on time (100%)	Director General, Directors, Agency Heads, EO, M&E Officer (CSU)	As per GoV Reporting Cycle	Agreed Work Schedules devised to deliver reports on time.
<b>Objective</b>	<b>Objective 3. To undertake prudent financial, infrastructure and assets management of the Ministry’s resources with 100% compliance to the PFEM &amp; CTB Acts</b>				
<b>Outcome</b>	<b>Evidence of compliant management of Ministry budget demonstrating improved expenditure &amp; service delivery in provinces</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
3.1 Provision of Quarterly Financial Reports		3.1.1 Provide Finance Reports with underspends, overspends, analysis and expenditure controls and revenue on time (x 4) updates on with advisory assistance in budget management and cost management	Director General, Directors, Agency Heads, EO, FM (CSU) M&E Officer (CSU)	Quarterly	Agreed Work Schedules devised to deliver reports on time.

		3.1.2 Costed MBC Submission (x 1) on time	Director General, Directors, Agency Heads, EO, FM (CSU)	As per Financial Reporting Cycle	Financial Circular Schedule adhered to by Management Team & FM
		3.1.3 Assets Register up to date & compliant with PFEM & CTB Acts (x 1)	Director General, FM, Assets Officer (CSU), & FOs	2022-2026	Quarterly Reports by Assets Officer track up-dates
<b>Objective</b>	<b>Objective 4: Provide M&amp;E reports to DG on legislation drafting &amp; approvals, policy &amp; planning implementation.</b>				
<b>Outcome</b>	<b>M&amp;E reports on legislation drafting &amp; approvals, policy &amp; planning implementation</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
4.1 Coordination of review of legislation		4.1.1 Coordinated department legislative amendment (x 8) for DG upon request by departments according to needs analysis.	Director General, Directors, Agency Heads, Compliance Officer (CSU)	2022-2026	Provide DG MoIA with M&E Reports on Legislation, Policies & implementation Plans with Issues Papers as needed in regards to achievements risks & challenges;
<b>Objective</b>	<b>Objective 5. Undertake NGO coordination for consultative partnerships and initiatives in civil society.</b>				
<b>Outcome</b>	<b>Effective NGO coordination &amp; stronger consultative partnership and initiatives at grassroots levels</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
5.1 Coordination of Non-Government Organization		5.1.1 Meetings (8) held with Minutes distributed to track progress of VANGO initiatives to progress NGO related policy	NGO Desk Officer	2022-2026	Provide Meeting Minutes to DG & stakeholders for action
<b>Objective</b>	<b>Objective 6: Liaise with sector stakeholders &amp; development partners on matters to do with affairs of the nation domestically and internationally.</b>				
<b>Outcome</b>	<b>Registered, compliant VANGO membership numbers increase</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
6.1 Meetings with MOIA stakeholders		6.1.1 Meetings Minutes (x7) and Return from Mission Reports	DG & EO (CSU)	2022-2026	Meetings held regularly to promote MoIA issues with donors & sector stakeholders
<b>Objective</b>	<b>Objective 7: Undertake Human Resources Management for the Ministry to progress restructures to ensure staffing, capacity building for effective and professional services delivery in central and decentralised provincial locations.</b>				
<b>Outcome</b>	<b>MOIA Human Resources with low vacancies</b>				

Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
7.1 Coordination of MoIA human resources management		7.1.1 Ministry HR Plan provides coordination of restructures, permanent recruitment, approved age retirement, Succession Plan capacity building training and compliant contract & OPSC employment processes	DG, HRM	2022	HR Plan is consultatively developed, implemented and aligned with National HRD Plan.
<b>ACTIVITY MIAD: INDEPENDENCE CELEBRATION</b>					
Strategic Objective	To oversee decentralised independence celebrations for the people of Vanuatu, especially in the provinces				
NSDP Policy Objectives & Targets	<p>SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase)</p> <p>SOC 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu (SOC 6.1: 50% reduction, 50% increase, SOC 6.4: 100%, SOC 6.5: 10% increase, 100% rolling plan)</p> <p>ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)</p>				
Ministry Policy	Decentralisation Policy				
MIAD Objectives	<p>Objective 1. To provide support through the Independence Committee to commemorate the Independence Anniversary on 30th July annually;</p> <p>Objective 2. To deliver the planned activities within the allocated budget ceiling</p> <p>Objective 3. To acquit GoV funds within one month of completed activities</p>				
Program	ACTIVITY MIAD: INDEPENDENCE CELEBRATION				
Objective	Objective 1. To provide support through the Independence Committee to commemorate the Independence Anniversary on 30th July annually				
Outcome	The Republic of Vanuatu commemorates its Independence Anniversary on 30th July each year Equitably funding support provided to municipalities and provinces (in line with good governance)				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1 Government grant for Independence		1.1.1 Acquittal reports for compliant funds use x 6 from Municipalities and Provincial Government Councils and overseas institutions on main one day celebration	Independence Committee	2022-2026	Compliant reporting submitted for scrutiny from 6 Committees
Objective	2. To deliver the planned activities within the allocated budget ceiling				
Outcome	Independence Day Celebrations delivered as planned				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures

2.1 Presidential cocktail party, flag rising and Prime Minister's Independent ball		2.1.1 Events delivered, reported and acquitted on time and within budget -Presidential cocktail party after flag rising and Prime Minister's Independent ball in the evening	Independence Committee	Annually on 30 <sup>th</sup> July	Independence Committee meets regularly before Independence Day to deliver program within budget and on time
<b>Objective</b>	<b>3. To acquit GoV funds within one month of completed activities</b>				
<b>Outcome</b>	<b>Increased transparency and accountability in the use of the GoV funds</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
3.1 Funds utilisation		3.1.1 Coordination and payment of other logistical support for official flag rising	Independence Committee	2022-2026	Independence Committee meets regularly before Independence Day to deliver program within budget and on time
		3.1.2 Government Appointed Independence Committee Expenditure Acquittal Report X 1 on budgeted expenditure to MFEM within 1 month	Independence Committee	2022-2026	Independence Committee provides Acquittal Report on Independence Day to compliant budget report program on time
<b>ACTIVITY MIAE: CRIME PREVENTION</b>					
<b>Strategic Objective</b>	<b>To provide decentralised programs for crime prevention awareness to the people of Vanuatu, especially in the provinces</b>				
<b>NSDP Policy Objectives &amp; Targets</b>	<p><b>SOC 1: A Nation based on traditional governance and Christian principles, which underpin our culture and continue to bestow life skills and knowledge to future generations (SOC 1.4: 50%)</b></p> <p><b>SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase)</b></p> <p><b>SOC 5: A society where the rule of law is consistently upheld, and access to timely justice is available to everyone (SOC 5.1: 50% Increase, 50% decrease, SOC 5.3: 30% Increase, SOC 5.5)</b></p> <p><b>ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)</b></p>				
<b>Ministry Policy</b>	<b>Decentralisation Policy</b>				
<b>Objectives</b>	<p><b>Objective 1. Devise strategies to mitigate substance abuse and domestic violence</b></p> <p><b>Objective 2. Reduce crime rate in Vanuatu</b></p>				
<b>Program</b>	<b>ACTIVITY: MIAE CRIME PREVENTION</b>				
<b>Objective</b>	<b>Objective 1. Devise strategies to mitigate substance abuse and domestic violence</b>				
<b>Outcome</b>	<b>Reduced crime rate in communities</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>

1.1 Public awareness	Reports x 10 on awareness activities (attendee numbers, gender, location, topics) for the vulnerable members of the communities on the consequences and cost implications of substance abuse and domestic violence for victims and impact of the communities at large	Crime Prevention Committee	2022-2026	Crime Prevention Committee is active, meeting regularly to implement programs
<b>Objective</b>	<b>Objective 2. Reduce crime rate in Vanuatu</b>			
<b>Outcome</b>	<b>Crime rate is reduced</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
2.1 Information & awareness workshops	Workshop reports on awareness activities (attendee numbers, gender, location, topics) x 12 for community and youth groups with information & awareness training on alternative strategies for meaningful participation in the community and workplaces instead of committing crime.	Crime Prevention Committee	2022-2026	Crime Prevention Committee is active, meeting regularly to implement awareness workshops & programs
<b>Objective</b>	<b>Objective 3: Inform community and youth groups with information &amp; awareness training on alternative strategies for meaningful participation in the community and workplaces instead of committing crime</b>			
<b>Outcome</b>	<b>crime prevention is improved through information, awareness and training for community and youth groups</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
3.1 Public awareness programs to the vulnerable members of the communities	3.1.1 National Crime Prevention Committee Monthly Reports x 12 of the consequences and cost implication of domestic violence, drugs & crime prevention	Crime Prevention Committee	2022-2026	Crime Prevention Committee is active, meeting regularly to implement awareness workshops & programs with Monthly Reports tracing progress
<b>PROGRAM MIA: URBAN AND MUNICIPALITIES SERVICES</b>				
<b>DEPARTMENT OF URBAN AFFAIRS &amp; PLANNING (DUAP)</b>				
<b>Strategic Objective (DUAP's CSU)</b>	<b>To provide technical advice and assistance to the Ministry of Internal Affairs and the three (3) municipalities in development planning, financial operations and management, procurement, legislation, policy, audit and reporting</b>			
<b>NSDP Policy Objectives &amp; Targets</b>	<b>SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase)</b> <b>SOC 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu (SOC 6.1: 50% reduction, 50% increase, SOC 6.4: 100%, SOC 6.5: 10% increase, 100% rolling plan)</b>			



	ENV 2: An economy which fosters sustainable growth and development through low impact industries and modern technologies to ensure the well-being of future generations ( <i>ENV 2.2: 50%</i> ) ENV 3: A strong and resilient nation in the face of climate change and disaster risks posed by natural and man-made hazards ( <i>ENV 3.1: 100% CC&amp;DRM develop, 100% application, 50% formal arrangements</i> ) ECO 1: A stable and prosperous economy, encouraging investment and providing economic opportunities for all members of society throughout Vanuatu ( <i>ECO 1.2: 30%</i> ) ECO 2: Sustainable and well-maintained infrastructure and services for all, through inclusive and effective partnerships (ECO 2.3: 100%) ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity ( <i>ECO 3.6: 30% increase</i> )				
Ministry Policy	Decentralisation Policy				
DLA Objectives	Objective 1: To provide technical advice and assistance to the Ministry of Internal Affairs and the three (3) municipalities in development planning, financial operations and management, procurement, legislation, policy, audit and reporting; Objective 2. To develop and support the applications of the planning and foreshore legislation, policies and strategies Objective 3. To enable partnerships for urban centres development (provincial, municipal & mini township) Objective 4: Support sustainable foreshore development outcomes Objective 5. Provide interactive ICT based systems for improved administration; Objective 6. To provide a strong efficient and effective Department administration, restructure, human resource capacity and management, business planning, reporting and monitoring and evaluation.				
Program	ACTIVITY MIAB: CORPORATE SERVICES OF URBAN AFFAIRS AND PLANNING				
Objective	Objective 1: To provide technical advice and assistance to the Ministry of Internal Affairs and the three (3) municipalities in development planning, financial operations and management, procurement, legislation, policy, audit and reporting				
Outcome	Effective services reported in Annual Report demonstrating improved service delivery				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1. Technical advice & assistance		1.1.1 Annual Report x 1 provides details of technical advice given	Director	2022 - 20226	Timely technical advice improves outcomes
Objective	Objective 2. To develop and support the applications of the planning and foreshore legislation, policies and strategies				
Outcome	Evidence of Legislation, policies & strategies providing foreshore protection				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1 Policies, strategies, legislation or amendments to legislation		2.1.1 Legislation amendments and/or drafting for DUAP jurisdiction reviewed, amended and submitted for approval by Parliament x 2 under the mandate of the department to support development in urban areas, declared physical planning areas and foreshore areas.	Director; SLO	2022 - 20226	Ensure broad consultation for “buy-in” on legislation, policies & strategies provide foreshore protection
Objective	Objective 3. To enable partnerships for urban centres development (provincial, municipal & mini township)				

<b>Outcome</b>	<b>Partnerships agreed for Urban Centre development (provincial, municipal &amp; mini township)</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
3.1 Partnership arrangements including investment & donor projects	3.1.1 Investment & Donor Projects x 3 tracked in Annual Report (x1) to support the growth and manage issues in the urban areas	Director	2022 - 20226	Good reporting improves tracking of issues opportunities & outcomes
<b>Objective</b>	<b>4. Support sustainable foreshore development outcomes</b>			
<b>Outcome</b>	<b>Increase in sustainable foreshore development agreements</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
4. Development of new partnership arrangements including investment & donor projects	4.1.1 Investment & Donor Projects x 3 tracked in Annual Report (x1) to support the growth and manage issues for foreshore development	Director	2022 - 20226	Good reporting improves tracking of issues opportunities & outcomes
<b>Objective</b>	<b>5. Provide interactive ICT based systems for improved administration;</b>			
<b>Outcome</b>	<b>Evidence of Interactive ICT based systems operating to improve administration</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
5.1 ICT systems	5.1.1 ICT System x 1 developed and implemented to integrate administration and planning data in “real time”	Director; ICT TA	2022 - 20226	Business Plan to provide budget for system development
<b>Objective</b>	<b>6. To provide a strong efficient and effective Department administration, restructures, human resource capacity and management, business planning, reporting and monitoring and evaluation.</b>			
<b>Outcome</b>	<b>Strong efficient and effective Department administration, restructures, human resource capacity and management, business planning, reporting and monitoring and evaluation.</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
6.1 Planning & reporting	6.1.1 100% compliance with GoV Reporting and planning cycle	Director; DUAP Management team	2022 - 2026	Compliance with GoV Reporting and planning cycle improves budget and resourcing as well as planned outcomes through in time tracking of issues & opportunities
6.2 Restructure and up-skilling	6.2.1 Complete recruitment under the approved DUAP structure with 5 staff recruited to improve service delivery	Director, HRM (CSU); OPSC	2022	Business Plan provides for remuneration as per Implementation Plan

	6.2.2 Training Programs costed and delivered to improve skills of staff	Director, HRM (CSU); OPSC	2022	Skilled staff in right positions improves service delivery
6.3 Audit/s of budget and expenditure	6.3.1 Municipal Audit undertaken with 1 Audit Report is effectively managed to ensure all planned activities are undertaken	Director, Auditor General	2022 - 2026	100% compliance with PFEM and CTB Acts
6.4 Decentralization of Municipality services and administration	6.4.1 Annual Report (x 1) provides details of strategies to enable services to be better delivered and managed at the ward level	Director	2022 - 2026	Training & capacity building budgeted and delivered for Municipalities and Wards to ensure knowledge of compliance & delivery issues
6.5 Restructure Submission	6.5.1 Prepare a Restructure Submission for Municipalities	Director, HRM (CSU); OPSC	2022	Restructure ensures appropriate staffing in Municipalities for improved service delivery

## ACTIVITY MIBC: GRANTS TO MUNICIPALITIES

### MUNICIPALITES

<b>Strategic Objective Municipalities</b>	To provide decentralised services to Municipalities for the well-being, livelihoods and safety of those residing and investing in municipalities.
<b>NSDP Policy Objectives &amp; Targets</b>	<p><b>SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase)</b></p> <p><b>SOC 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu (SOC 6.1: 50% reduction, 50% increase, SOC 6.4: 100%, SOC 6.5: 10% increase, 100% rolling plan)</b></p> <p><b>ENV 2: An economy which fosters sustainable growth and development through low impact industries and modern technologies to ensure the well-being of future generations (ENV 2.2: 50%)</b></p> <p><b>ENV 3: A strong and resilient nation in the face of climate change and disaster risks posed by natural and man-made hazards (ENV 3.1: 100% CC&amp;DRM develop, 100% application, 50% formal arrangements)</b></p> <p><b>ECO 1: A stable and prosperous economy, encouraging investment and providing economic opportunities for all members of society throughout Vanuatu (ECO 1.2: 30%)</b></p> <p><b>ECO 2: Sustainable and well-maintained infrastructure and services for all, through inclusive and effective partnerships (ECO 2.3: 100%)</b></p> <p><b>ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)</b></p>
<b>Ministry Policy</b>	<b>Decentralisation Policy</b>
<b>Municipality Objectives</b>	<p><b>Objective 1: To improve administration and financial management of the municipalities</b></p> <p><b>Objective 2. Support social and economic development of the municipalities are well coordinated, properly planned;</b></p> <p><b>Objective 3: Update by-laws and urban policies in municipalities achieve better outcomes for the urban tax payers and public.</b></p>
<b>Program</b>	<b>Activity MIBC: Grants to Municipalities</b>

<b>Objective</b>	<b>Objective 1: To improve administration and financial management of the municipalities</b>			
<b>Outcome</b>	<b>Municipality financial management &amp; administration tracked to show compliant budget use</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
1.1 Operations, financial management and administration	1.1.1 Municipal Quarterly reports to be submitted to DUAP Administration Unit – 3 Municipalities x 4 reports support effective and efficient delivery	Director & Municipality Mayors	2022-2026	Good reporting will identify risks to be mitigated and opportunities for development
1.2 Revenue Improvement Plan Report	1.2.1 Revenue Improvement Plan Report for management of financial control, reporting, and budget development x 1 for LMC submitted to DUAP Administration	Director & Municipality Mayors	2022	Planning will assist with risk mitigation
1.3 Secretariat support for Municipal Council sittings	1.3.1 Municipal Council Sitting Minutes circulated as stipulated in the Municipalities Act with Minutes and Resolutions/Actions Arising	Director & Municipality Mayors	2022-2026	Good reporting will identify risks to be mitigated and opportunities for development
1.4 Foreshore fees and taxes collection	1.4.1 Fees collected and reported in Annual Report x1 as per legislation & Regulations	Director & Municipality Mayors, Auditor General	2022-2026	Revenue tracking to follow compliant collection
<b>Objective</b>	<b>Objective 2. Support social and economic development of the municipalities are well coordinated, properly planned</b>			
<b>Outcome</b>	<b>Municipality developments are well coordinated, properly planned &amp; reported</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
2.1 Development of urban policies	2.1.1 Polices drafted by Working Group	Director	2022-2026	Broad consultation provides “buy-in” by stakeholders
2.2 Oversight of implementation of urban planning for all urban development	2.2.2 Urban Plans have a costed Implementation Plan for budget support requests	Director	2022-2026	Urban Plans have a costed Implementation Plan for budget support requests
2.3 Promotion and support for investments	2.3.1 Number of project reports implemented in urban areas reported x 5 for the municipalities to enable improvement to services and businesses	Director	2022-2026	Reports identify progress and risks for support or intervention
<b>Objective</b>	<b>Objective 3: Update by-laws and urban policies in municipalities achieve better outcomes for the urban tax payers and public.</b>			
<b>Outcome</b>	<b>Improved urban development and effective urban services</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
3.1 By-laws and urban policies	3.1.1 By-laws of the Municipalities updated and implemented – 1 per 3 Municipalities	Director	2022-2026	Broad consultation provides “buy-in” by stakeholders

ACTIVITY MIBA: URBAN PLANNING AND DEVELOPMENT					
DEPARTMENT OF URBAN ADMINISTRATION & PLANNING (DUAP)					
Strategic Objective (Urban Planning)	To provides urban planning direction by developing and implementation of urban planning policies, legislation, strategies and designs				
NSDP Policy Objectives & Targets	SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase) SOC 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu (SOC 6.1: 50% reduction, 50% increase, SOC 6.4: 100%, SOC 6.5: 10% increase, 100% rolling plan) ENV 2: An economy which fosters sustainable growth and development through low impact industries and modern technologies to ensure the well-being of future generations (ENV 2.2: 50%) ENV 3: A strong and resilient nation in the face of climate change and disaster risks posed by natural and man-made hazards (ENV 3.1: 100% CC&DRM develop, 100% application, 50% formal arrangements) ECO 1: A stable and prosperous economy, encouraging investment and providing economic opportunities for all members of society throughout Vanuatu (ECO 1.2: 30%) ECO 2: Sustainable and well-maintained infrastructure and services for all, through inclusive and effective partnerships (ECO 2.3: 100%) ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)				
Ministry Policy	Decentralisation Policy				
DUAP Objectives	Objective 1: To developing all urban planning policies, urban strategies and urban designs Objective 2: Implement current legislation and undertake reviews to modernise the legislative framework to support urban planning Objective 3: To develop legislative & policy frameworks for housing developments and informal settlements Objective 4: To promote security and safety of Ni-Vanuatu especially for those migrating from rural areas into urban areas Objective 5: Enhance staff capacity for improved coordination of declared Physical Planning Areas in collaboration with the Decentralization Policy to strengthen the implementation of planning practices to achieve prosperous urban centres throughout Vanuatu.				
Program	Activity MIBA: Urban Planning & Development				
Objective	Objective 1: To develop all urban planning policies, urban strategies and urban designs				
Outcome	Sustainable growth delivered in urban areas				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1 Regulation of new planning policies, regulations and planning standards		1.1 Develop new Planning Policies, Regulations and Planning Guidelines x 3 to improve planning practices within the Declared Physical Planning Areas.	Director	2022-2026	Planning Policies, Regulations and Planning Guidelines deliver sustainable growth
Objective	Objective 2: Implement current legislation and undertake reviews to modernise the legislative framework to support urban planning				



Outcome	Evidence of reviews of the urban planning legislative framework				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1 Implementation of current legislation and reviews		2.1.1 Implementation Plans are developed, costed and activated and reviewed	Director	2022-2026	Costed Implementation Plans used as basis for MBC NPP requests
2.2 Implementation of urban infrastructure projects		2.2.1 Number of projects implemented in urban areas x 3	Director	2022-2026	Costed Implementation Plans for infrastructure projects used as basis for MBC NPP requests
2.3 New Physical Planning Areas		2.3.1 Annual Report provides details on new Physical Planning Areas	Director	2022-2026	Improved planning compliance through new Physical Planning Areas
2.4 Extension of existing declared Physical Planning Areas		2.4.1 Annual Report provides details on existing declared Physical Planning Areas extended	Director	2022-2026	Improved planning compliance through extension of existing declared Physical Planning Areas
2.5 Development of new Zoning and Development Control Plans for Declared Physical Planning Area		2.5.1 Development of Zoning & Development Control Plans for Declared Physical Planning Areas x 2	Director	2022-2026	Improved planning compliance through Development Control Plan for new Declared Physical Planning Area
2.6 Development Control Plan & Zoning for Saratamata physical planning area		2.6.1 Saratamata physical planning area Zoning and Development Control Plan x 1	Director	2022-2026	Improved planning compliance through Saratamata Development Control Plan for Declared Physical Planning Area
Objective	Objective 3: To develop legislative & policy frameworks for housing developments and informal settlements				
Outcome	Secure housing developments and informal settlements modernized				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1 Identification & contract of Technical Advice		3.1.1 Technical Advice x 1 TA contracted to support new strategies for urban and peri-urban settlements	Director; TAs	2022-2026	Technical Advice to support new strategies for urban and peri-urban settlements
3.2 Development of new Zoning and Development control plan for Declared Physical Planning Area		3.2.1 Peri-urban settlements areas are defined with new Zoning and Development control plan for Declared Physical Planning Area	Director	2022-2026	Services provided once re-zoning occurs
Objective	Objective 4: To promote security and safety of Ni-Vanuatu especially for those migrating from rural areas into urban areas				
Outcome	Increase of security and safety for Ni-Vanuatu migrating from rural into urban areas				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.2 Development of new Zoning and Development control plan for peri-urban settlements		3.2.1 Peri-urban settlements areas defined with new Zoning and Development control pare caused by Rural Urban Drift	Director	2022-2026	Services provided once re-zoning occurs

Objective	Objective 5: Enhance staff capacity for improved coordination of declared Physical Planning Areas in collaboration with the Decentralization Policy to strengthen the implementation of planning practices to achieve prosperous urban centres throughout Vanuatu.				
Outcome	Improved Urban Planning approvals & compliance				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
5.1 Capacity of planners through training		5.1.1 Develop a costed Training Plan to perform the required planning roles and responsibilities as expected from the Department.	Director	2022-2026	Planning capacity improves performance and mitigates risks of failing to deliver Business Plans
5.2 Training Sessions for staff and sector stakeholders		5.2.1 Training Reports x 2	Director	2022-2026	Training delivery improves Department performance in Urban Planning
5.3 Recruitment of qualified and experienced staff		5.3.1 Recruit new officers x 1 to perform technical roles required for agency	Director; OPSC HRM (CSU)	2022	Well-staffed Department with skilled officers improves service delivery
ACTIVITY MIBB: FORESHORE DEVELOPMENT UNIT					
Strategic Objective Foreshore Development Unit	To manage and implement the Foreshore Development Act CAP.90 in order to better regulate developments on foreshore areas around Vanuatu.				
NSDP Policy Objectives & Targets	SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase) SOC 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu (SOC 6.1: 50% reduction, 50% increase, SOC 6.4: 100%, SOC 6.5: 10% increase, 100% rolling plan) ENV 2: An economy which fosters sustainable growth and development through low impact industries and modern technologies to ensure the well-being of future generations (ENV 2.2: 50%) ENV 3: A strong and resilient nation in the face of climate change and disaster risks posed by natural and man-made hazards (ENV 3.1: 100% CC&DRM develop, 100% application, 50% formal arrangements) ECO 1: A stable and prosperous economy, encouraging investment and providing economic opportunities for all members of society throughout Vanuatu (ECO 1.2: 30%) ECO 2: Sustainable and well-maintained infrastructure and services for all, through inclusive and effective partnerships (ECO 2.3: 100%) ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)				
Ministry Policy	Decentralisation Policy Foreshore Development Act CAP.90				

<b>Foreshore Development Objectives</b>	<b>Objective 1: To administer and enforce the Foreshore Development Act by developing new guidelines</b> <b>Objective 2: To review and make improvements and inform stakeholders on existing legislative framework</b> <b>Objective 3: To provide secretariat support to the Foreshore Advisory Committee.</b> <b>Objective 4: To recruit new Foreshore Development officers to strengthen enforcement, revenue collection and the capacity of the Foreshore Development Unit</b> <b>Objective 5: To improve the collection of revenue through foreshore development.</b>				
<b>Program</b>	<b>Activity MIBB: Foreshore Development</b>				
<b>Objective</b>	<b>Objective 1: To administer and enforce the Foreshore Development Act by developing new guidelines</b>				
<b>Outcome</b>	<b>Improved compliance, sustainable protection &amp; enhanced foreshore utilisation</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
1.1 Regular review of the current foreshore legislation and identification of areas	1.1 Guidelines x 1 developed, consulted & implemented to improve the implementation of the Act in order to achieve better Foreshore Development outcomes.		Director	2022-2026	Guidelines improve the implementation of the Act in order to achieve better Foreshore Development outcomes.
	1.2 Foreshore Development Act CAP.90 x 1 reviewed, amended, and implemented		Director	2022-2026	Review ensures legislation is relevant
	1.3 Implementation Plan prepared and activated		Director	2022-2026	Budget included in Business Plan for Implementation Plan activities
<b>Objective</b>	<b>Objective 2: To review and make improvements and inform stakeholders on existing legislative framework</b>				
<b>Outcome</b>	<b>Improved stakeholder understanding, commitment &amp; compliance</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
2.1 Foreshore legislation, penalties and fees information disseminated	2.1.1 Awareness Workshops carried out & reported in Annual Report x 1 with 3 foreshore awareness sessions undertaken through media platforms to enable public to be better informed of requirements for foreshore developments		Director	2022-2026	Training plan costed and integrated into Business Plan to provide funds for training to occur
	2.1.2 Public and Communities are better informed of the foreshore development requirements.		Director	2022-2026	Training plan costed and integrated into Business Plan to provide funds for training to occur
	2.1.3 All foreshore developers operate within the law and offenders prosecuted		Director	2022-2026	Awareness sessions mitigate transgressions
2.2 Foreshore Development Monitoring Implementation Plan	2.2.1 Foreshore Development Monitoring Implementation Plan x 1 for Efate, Sanma and other approved Islands		Director	2022-2026	Business Plan provide funds for initiative to occur with consultation to occur

2.3 Joint site inspections	2.3.1 Joint site inspection with other stakeholders to enforce Foreshore legislation reported in Quarterly reports x 4	Director	2022-2026	Regular reporting on issues raises awareness of areas to be strengthened
<b>Objective</b>	<b>Objective 3: To provide secretariat support to the Foreshore Advisory Committee.</b>			
<b>Outcome</b>	<b>Foreshore Advisory Committee Meetings Minutes show operations are well administered</b>			
Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1 Secretariat Support Foreshore Advisory Committee	3.1.1 Minutes of 6 Meetings of Foreshore Advisory Committee as per Act	Director; Foreshore Advisory Committee.	2022-2026	Regular meetings budgeted, held & minuted progress reforms
<b>Objective</b>	<b>Objective 4: To recruit new Foreshore Development officers to strengthen enforcement, revenue collection and the capacity of the Foreshore Development Unit</b>			
<b>Outcome</b>	<b>Foreshore Development Unit enforcement &amp; revenue collection is strengthened</b>			
Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
4.1 Recruitment of new Foreshore Officers	4.1.1 New Foreshore Officers recruited	Director; HRM (CSU); OPSC	2022-2026	The capacity of the Foreshore Development Unit is strengthened for enforcement & revenue collection reducing performance risks
4.2 Training for Foreshore Development officers	Training delivered to build capacity in the Foreshore legislation and enforcement requirements	Director; VIPAM	2022-2026	Training plan costed and integrated into Business Plan to provide funds for training to occur
<b>Objective</b>	<b>Objective 5: To improve the collection of revenue through foreshore development.</b>			
<b>Outcome</b>	<b>Increased revenue streams</b>			
Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
5.1 Monitoring & enforcement	5.1.1 Spot Fines of Foreshore Development on Efate, Sanma and other approved islands	Director	2022-2026	Regular tracking of fines & fees to demonstrate revenue generation
	5.1.2 Fines & fees to demonstrate revenue generation reported in Annual report	Director	2022-2026	Regular tracking of fines & fees to demonstrate revenue generation
5.2 ICT based record keeping practices	5.2.1 CT Based record keeping practices for foreshore development applications and fees implemented and reported in Annual Report	Director	2022-2026	Regular entry on Data Base improves compliant reporting
<b>PROGRAM MIC: DECENTRALISATION SERVICES</b>				
<b>DEPARTMENT OF LOCAL AUTHORITIES</b>				

Strategic Objective (DLA)	To provide sound technical advice and assistance to the Ministry of Internal Affairs and Local Authorities especially the six (6) provinces on decentralisation, finance, development planning, risk management and socio-economic development in Vanuatu				
NSDP Policy Objectives & Targets	SOC 1: A Nation based on traditional governance and Christian principles, which underpin our culture and continue to bestow life skills and knowledge to future generations (SOC 1.4: 50%) SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase) SOC 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu (SOC 6.1: 50% reduction, 50% increase, SOC 6.4: 100%, SOC 6.5: 10% increase, 100% rolling plan) ENV 3: A strong and resilient nation in the face of climate change and disaster risks posed by natural and man-made hazards (ENV 3.1: 100% CC&DRM develop, 100% application, 50% formal arrangements) ENV 4: A nation which utilises and sustainably manages our land, water and natural resources (ENV 4.1: 50% by 2025) ECO 1: A stable and prosperous economy, encouraging investment and providing economic opportunities for all members of society throughout Vanuatu (ECO 1.2: 30%) ECO 2: Sustainable and well-maintained infrastructure and services for all, through inclusive and effective partnerships (ECO 2.3: 100%) ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)				
Ministry Policy	Decentralisation Policy				
Program	PROGRAM MIC: DECENTRALISATION SERVICES				
CSU DLA Objectives	Objective 1. Develop and support implementation of the relevant legislative frameworks, policies and strategies in the area of decentralisation Objective 2. Improve service delivery through undertaking and implementing restructures Objective 3. Undertake capacity building & strengthening of human resource to improve service delivery, especially in the provinces and Area Councils. Objective 4: Support disaster planning & response Objective 5: Improve service delivery and organisational capacity through timely planning, budget, reporting and the administration of the Department.				
Activity	ACTIVITY MICC: ADMINISTRATION AND OPERATION OF THE DEPARTMENT				
Objective	Objective 1. Develop and support implementation of the relevant legislative frameworks, policies and strategies in the area of decentralisation				
Outcome	Improved legislative framework, policies and strategies supports DLA administration				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1 Research and development of policies, strategies, legislation or amendments to legislations		1.2 Amend decentralisation and relevant legislative framework x 1 to support the decentralisation program	DG, Director DLA, Compliance Officer (CSU) SLO	2022	Working group meets regularly to draft Bill and/or amend existing legislation
Objective	Objective 2. Improve service delivery through undertaking and implementing restructures				
Outcome	Restructure implementation improves decentralised service delivery				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures

2.1 Restructure Implementation		2.1.1 DLA revised structure x 1 completed and implemented and prioritised staff recruited by recruiting, training and coordinating training and equipping personnel in the Department and the six (6) provinces in the implementation of Decentralisation	DG; Director DLA; HRM (CSU) OPSC	2022-2026	Support provided to progress restructure through PSC and Business Plan providing budget for increased staff & operational costs
<b>Objective</b>	<b>Objective 3. Undertake capacity building &amp; strengthening of human resource to improve service delivery, especially in the provinces and Area Councils.</b>				
<b>Outcome</b>	<b>Provincial &amp; Area Council's capacity building ensures better service delivery</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
3.1 Coordination of training and equipping personnel		3.1.1 Training delivered in all 6 provinces reported in Quarterly, Half Yearly and Annual Reports	Director DLA; HRM (CSU)	2022-2026	Business & Training Plans developed and budgeted Work Schedules reflect training program timelines
		3.1.2 Budget provided for training in DLA Business Plan	Director DLA; FM (CSU) HRM (CSU)	2022-2026	Business & Training Plans developed and budgeted
		3.1.3 Equipment provided for personnel for effective professional operations with Procurement Plan x 1 annually	Director DLA; FM (CSU) HRM (CSU)	2022-2026	Annual Procurement Plan ensures staff have equipment to do their jobs
<b>Objective</b>	<b>Objective 4: Support disaster planning &amp; response</b>				
<b>Outcome</b>	<b>Evidence of disaster planning (Provincial Disaster Plans x 6) in place for more resilient provincial responses</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
4.1 Review and up-date of Disaster Plans, Business Contingency Plan and response strategies		4.1.1 Review Disaster Response and/or Business Continuity Plan 1 annually per province	Director DLA; Provincial Government; NDMO	2022-2026	Disaster Response and/or Business Continuity Plan are up-to-date to strengthen resilience to disasters
<b>Objective</b>	<b>Objective 5: Improve service delivery and organisational capacity through timely planning, budget, reporting and the administration of the Department.</b>				
<b>Outcome</b>	<b>Provincial service delivery is improved through timely planning, budget, reporting and the administration</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
5.1 Framework of project development, administration, planning and reporting		5.1.1 Implement development projects and develop new partnership arrangement as part of Decentralisation with roll-out with 3 new Partnerships and/or development projects signed annually	DG; Director DLA; Provincial Governments; Donor partners	2022-2026	Project Management Unit established and supporting project scoping, budget delivery & reporting



	5.1.2 Produce Annual Business Plan and budget	Director DLA & Deputy Director	2022-2026	Report provides opportunity for reflection and re-alignment to meet targets
	5.1.3 Produce DLA Reports: <ul style="list-style-type: none"> <li>3 x Quarterly Reports,</li> <li>1x Half Yearly Report and</li> <li>1 x Annual Reports</li> </ul>	Director DLA; Deputy Director	2022-2026	Timely reporting drives planned delivery
	5.1.4 Undertake financial audits of all six (6) provinces and sample of Area Councils throughout the country	Director DLA; Principal Finance Officer; Provincial Accountant/s; Auditor General's Office	2022-2026	Audited accounts improve compliance and budget usage as planned
	5.1.5 Effective operation and management of DLA Office is reflected in Monthly Reports produced, reflecting newly introduced systems and processes to improve office workflow	Director DLA; Deputy Director EO (CSU); Provincial Governments;	2022-2026	Monthly Reports identify issues risks and opportunities for prompt management such as SOPs
<b>ACTIVITY MICF: TORBA PROVINCE</b>				
<b>TORBA PROVINCIAL GOVERNMENT</b>				
<b>Strategic Objective (Torba)</b>	To oversee the provincial affairs of all islands of the Banks and Torres group to improve service delivery and improve the well-being, livelihoods and security of the people in the province			
<b>NSDP Policy Objectives &amp; Targets</b>	<p><b>SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase)</b></p> <p><b>SOC 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu (SOC 6.1: 50% reduction, 50% increase, SOC 6.4: 100%, SOC 6.5: 10% increase, 100% rolling plan)</b></p> <p><b>ENV 3: A strong and resilient nation in the face of climate change and disaster risks posed by natural and man-made hazards (ENV 3.1: 100% CC&amp;DRM develop, 100% application, 50% formal arrangements)</b></p> <p><b>ENV 4: A nation which utilises and sustainably manages our land, water and natural resources (ENV 4.1: 50% by 2025)</b></p> <p><b>ECO 1: A stable and prosperous economy, encouraging investment and providing economic opportunities for all members of society throughout Vanuatu (ECO 1.2: 30%)</b></p> <p><b>ECO 2: Sustainable and well-maintained infrastructure and services for all, through inclusive and effective partnerships (ECO 2.3: 100%)</b></p> <p><b>ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)</b></p>			
<b>Policy</b>	Decentralisation Policy			
<b>Torba Provincial Government Objectives</b>	<p><b>Objective 1. Improve the planning, reporting, administration, budget, staffing, operations and management of Torba Provincial Government Council</b></p> <p><b>Objective 2. Strengthen and support operations of the nine (9) Area Councils</b></p> <p><b>Objective 3. Improve liaison and partnerships through regular, minuted TAC &amp; Council meetings</b></p> <p><b>Objective 4. Development and improved service delivery is provided to communities across Torba.</b></p>			

Activity:	MICF: Torba Provincial Government				
Objective	Objective 1. Improve the planning, reporting, administration, budget, staffing, operations and management of Torba Provincial Government Council				
Outcome	Improved operations and management of Torba Provincial Government Council				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1 Planning, reporting, administration, budget, staffing, operations and management of Torba Provincial Government Council		1.1 Provincial Priority Plan of Torba province x 1 developed, printed and reviewed regularly to meet emerging opportunities & needs	Secretary General; Principal Development & Planning Officer; Planner and PTAC	2022 - 2026	Effective, appropriate planning improves services delivery and resources utilisation
		1.2 Recruit, qualified and skilled staff to Provincial Government Council x 2;	Secretary General; HRM (CSU) & OPSC	2022 - 2026	Skilled staff produce improve performance and services delivery against Provincial Plan
		1.3 Produce Annual Business Plans x 1, Provincial Priority Plan x 1, Quarterly Reports x 3, Half Yearly Report x 1 and Annual Report x 1 with 100% compliance to GoV Plan and Report Cycle	Secretary General; & Planner; M&E Officer (CSU); Deputy Director	2022 - 2026	Compliant reporting provides opportunity for reflection and re-alignment to meet targets
		1.4 Provincial Government Council Office operations and budgets administered & managed effectively with compliant processes and reports	Secretary General & Accountant; Principal Finance Officer (DLA)	2022 - 2026	Compliant use of budget improves services delivery and decreases fraud and inappropriate, unplanned expenditure
		1.5 Audit of Provincial Government Council finances x 1 annually	Secretary General & Accountant; Principal Finance Officer (DLA); Auditor General's Office	2022 - 2026	Audited accounts improve compliance and budget usage as planned
		1.6 Review and development of new Provincial By-Laws for Torba x 2	Secretary General & Accountant; Planner; Compliance Officer (CSU); SLO	2022 - 2026	Improved legislative framework improves compliant development & delivery outcomes
		1.7 Hold Minuted Provincial Council sittings in May, November and Extra Ordinary Sessions	Secretary General; Planner & Accountant	2022 - 2026	Minutes circulated and identify issues, risks and opportunities for prompt management
		1.8 Council Sittings required under CAP 230	Secretary General	2022 - 2026	Minutes circulated and identify issues, risks and opportunities for prompt management
Objective	Objective 2. Strengthen and support operations of the nine (9) Area Councils				
Outcome	Nine Area Councils in Torba strengthened for effective service delivery to the people of the province				

Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1 Administration of nine Area Councils		2.1.1 Area Council Development Plans for each Area Council x 9 for operations and government and development partner resources are managed effectively with compliant reporting audits & planning	Secretary General; Planner; Area Administrator	2022 - 2026	Plans improve service delivery
		2.1.2 Area Council Office operational and budgets managed effectively	Secretary General; Accountant; Area Administrator	2022 - 2026	Audits and spot checks undertaken
		2.1.3 Council Sitings required under CAP 230 are held x 2	Planner; Area Administrator	2022 - 2026	Regular sittings promote better management & planning
		2.1.4 Area Council Sitings held as required by the Decentralisation Act x 9	Planner; Area Administrator	2022 - 2026	Regular sittings promote better management & planning
Objective	Objective 3. Improve liaison and partnerships through regular, minuted TAC & Council meetings				
Outcome	Regular, minuted TAC & Council meetings provide compliant, transparent reporting on issues				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1 Regular Minutes TAC & Area Council meetings		Area Council Sitings held as required by the Decentralisation Act x 9	Secretary General; Accountant; Planner & Area Administrator	2022 - 2026	Regular minuted sittings promote better management & planning through appropriate responses to emerging issues, risks & opportunities
Objective	Objective 4. Development and improve service delivery to communities across Torba.				
Outcome	Project delivery, economic & social development for improved services in province				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
4.1 Project Profiles development		Project Profiles drafted x 4 to support government and non-government agencies in service delivery to Area Councils	Secretary General; Principal Development Planning Officer; Planner & Area Administrator	2022 - 2026	Well developed & consulted project plans reduce risks of inappropriate development
ACTIVITY MICG: SANMA PROVINCE					
SANMA PROVINCIAL GOVERNMENT					
Strategic Objective (Sanma)	To oversee the provincial affairs of all islands of the Santo, Malo and Aore group to improve service delivery and improve the well-being, livelihoods and security of the people in the province				

<b>NSDP Policy Objectives &amp; Targets</b>	<p><b>SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase)</b></p> <p><b>SOC 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu (SOC 6.1: 50% reduction, 50% increase, SOC 6.4: 100%, SOC 6.5: 10% increase, 100% rolling plan)</b></p> <p><b>ENV 3: A strong and resilient nation in the face of climate change and disaster risks posed by natural and man-made hazards (ENV 3.1: 100% CC&amp;DRM develop, 100% application, 50% formal arrangements)</b></p> <p><b>ENV 4: A nation which utilises and sustainably manages our land, water and natural resources (ENV 4.1: 50% by 2025)</b></p> <p><b>ECO 1: A stable and prosperous economy, encouraging investment and providing economic opportunities for all members of society throughout Vanuatu (ECO 1.2: 30%)</b></p> <p><b>ECO 2: Sustainable and well-maintained infrastructure and services for all, through inclusive and effective partnerships (ECO 2.3: 100%)</b></p> <p><b>ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)</b></p>				
<b>Policy</b>	<b>Decentralisation Policy</b>				
<b>Sanma Provincial Government Objectives</b>	<p><b>Objective 1. Improve the planning, reporting, administration, budget, staffing, operations and management of Sanma Provincial Government Council</b></p> <p><b>Objective 2. Strengthen and support operations of the eleven (11) Area Councils</b></p> <p><b>Objective 3. Improve liaison and partnerships through regular, minuted TAC &amp; Council meetings</b></p> <p><b>Objective 4. Development and improved service delivery is provided to communities across Sanma.</b></p>				
<b>Activity</b>	<b>MICG: Sanma Province</b>				
<b>Objective</b>	<b>Objective 1. Improve the planning, reporting, administration, budget, staffing, operations and management of Sanma Provincial Government Council</b>				
<b>Outcome</b>	<b>Improved operations and management of Sanma Provincial Government Council</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
1.1 Planning, reporting, administration, budget, staffing, operations and management of Sanma Provincial Government Council		1.1 Provincial Priority Plan of Sanma province x 1 developed, printed and reviewed regularly to meet emerging opportunities & needs	Secretary General; Principal Development & Planning Officer; Planner and PTAC	2022 - 2026	Effective, appropriate planning improves services delivery and resources utilisation
		1.2 Recruit qualified and skilled staff x 2 to Provincial Government Council;	Secretary General; HRM (CSU) & OPSC	2022 - 2026	Skilled staff produce improve performance and services delivery against Provincial Plan
		1.3 Produce Annual Business Plans x 1, Strategic/Corporate Plans x 1, Quarterly Reports x 3, Half Yearly Report x 1 and Annual Report x 1 with 100% compliance to GoV Plan and Report Cycle	Secretary General; & Planner; M&E Officer (CSU); Deputy Director	2022 - 2026	Compliant reporting provides opportunity for reflection and re-alignment to meet targets
		1.4 Provincial Government Council Office operations and budgets administered & managed effectively with compliant processes, reports	Secretary General & Accountant; Principal Finance Officer (DLA)	2022 - 2026	Compliant use of budget improves services delivery and decreases fraud and inappropriate, unplanned expenditure

		1.5 Audit x 1 annually of Provincial Government Council finances	Secretary General & Accountant; Principal Finance Officer (DLA); Auditor General's Office	2022 - 2026	Audited accounts improve compliance and budget usage as planned
		1.6 Review and development of new Provincial By-Laws for Sanma x 2	Secretary General & Accountant; Planner; Compliance Officer (CSU); SLO	2022 - 2026	Improved legislative framework improves compliant development & delivery outcomes
		1.7 Hold Minuted Provincial Council sittings in May, November and Extra Ordinary Sessions	Secretary General; Planner & Accountant	2022 - 2026	Minutes circulated and identify issues, risks and opportunities for prompt management
		1.8 Council Sittings required under CAP 230	Secretary General	2022 - 2026	Minutes circulated and identify issues, risks and opportunities for prompt management
Objective	Objective 2. Strengthen and support operations of the eleven (11) Area Councils				
Outcome	Eleven Area Councils in Sanma are strengthened for effective service delivery				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1 Administration of eleven		2.1.1 Area Council Development Plans for effective administration of Area Council Office operations and government and development partner resources managed effectively with compliant reporting audits & planning for each Area Council x 11	Secretary General; Planner; Area Administrator	2022 - 2026	Plans improve service delivery
		2.1.2 Area Council Office operational and budgets managed effectively	Secretary General; Accountant; Area Administrator	2022 - 2026	Audits and spot checks undertaken
		2.1.3 Council Sittings required under CAP 230 are held x 2	Planner; Area Administrator	2022 - 2026	Regular sittings promote better management & planning
		2.1.4 Area Council Sittings held as required by the Decentralisation Act x 11	Planner; Area Administrator	2022 - 2026	Regular sittings promote better management & planning
Objective	Objective 3. Improve liaison and partnerships through regular, minuted TAC & Council meetings;				
Outcome	Evidence of improved liaison and partnerships				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1 Regular Minutes TAC & Area Council meetings		Area Council Sittings held as required by the Decentralisation Act x 11	Secretary General; Accountant; Planner & Area Administrator	2022 - 2026	Regular minuted sittings promote better management & planning

				through appropriate responses to emerging issues, risks & opportunities
<b>Objective</b>	<b>Objective 4. Development and improve service delivery to communities across Sanma.</b>			
<b>Outcome</b>	<b>Improved and equitable services delivered across Sanma province</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
4.1 Project Profiles development	Project Profiles drafted x 4 to support government and non-government agencies in service delivery to Area Councils	Secretary General; Principal Development Planning Officer; Planner & Area Administrator	2022 - 2026	Well developed & consulted project plans reduce risks of inappropriate development
<b>ACTIVITY MICH: PENAMA PROVINCE</b>				
<b>PENAMA PROVINCIAL GOVERNMENT</b>				
<b>Strategic Objective</b>	<b>To oversee the provincial affairs of all islands of Pentecost, Ambae &amp; Maewo to improve service delivery and improve the well-being, livelihoods and security of the people in the province</b>			
<b>NSDP Policy Objectives &amp; Targets</b>	<b>SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase)</b> <b>SOC 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu (SOC 6.1: 50% reduction, 50% increase, SOC 6.4: 100%, SOC 6.5: 10% increase, 100% rolling plan)</b> <b>ENV 3: A strong and resilient nation in the face of climate change and disaster risks posed by natural and man-made hazards (ENV 3.1: 100% CC&amp;DRM develop, 100% application, 50% formal arrangements)</b> <b>ENV 4: A nation which utilises and sustainably manages our land, water and natural resources (ENV 4.1: 50% by 2025)</b> <b>ECO 1: A stable and prosperous economy, encouraging investment and providing economic opportunities for all members of society throughout Vanuatu (ECO 1.2: 30%)</b> <b>ECO 2: Sustainable and well-maintained infrastructure and services for all, through inclusive and effective partnerships (ECO 2.3: 100%)</b> <b>ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)</b>			
<b>Policy</b>	<b>Decentralisation Policy</b>			
<b>Penama Provincial Government Objectives</b>	<b>Objective 1. Improve the planning, reporting, administration, budget, staffing, operations and management of Penama Provincial Government Council</b> <b>Objective 2. Strengthen and support operations of the ten (10) Area Councils</b> <b>Objective 3. Improve liaison and partnerships through regular, minuted TAC &amp; Council meetings</b> <b>Objective 4. Development and improved service delivery is provided to communities across Penama.</b>			
<b>Activity</b>	<b>MICH: Penama Province</b>			
<b>Objective</b>	<b>Objective 1. Improve the planning, reporting, administration, budget, staffing, operations and management of Penama Provincial Government Council</b>			



Outcome	Improved operations and management of Penama Provincial Government Council				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1 Planning, reporting, administration, budget, staffing, operations and management of Penama Provincial Government Council		1.1 Provincial Priority Plan of Penama province x 1 developed, printed and reviewed regularly to meet emerging opportunities & needs	Secretary General; Principal Development & Planning Officer; Planner and PTAC	2022 - 2026	Effective, appropriate planning improves services delivery and resources utilisation
		1.2 Recruit qualified and skilled staff x 2 to Provincial Government Council;	Secretary General; HRM (CSU) & OPSC	2022 - 2026	Skilled staff produce improve performance and services delivery against Provincial Plan
		1.3 Produce Annual Business Plans x 1, Strategic/Corporate Plans x 1, Quarterly Reports x 3, Half Yearly Report x 1 and Annual Report x 1 with 100% compliance to GoV Plan and Report Cycle	Secretary General; & Planner; M&E Officer (CSU); Deputy Director	2022 - 2026	Compliant reporting provides opportunity for reflection and re-alignment to meet targets
		1.4 Provincial Government Council Office operations and budgets administered & managed effectively with compliant processes, reports	Secretary General & Accountant; Principal Finance Officer (DLA)	2022 - 2026	Compliant use of budget improves services delivery and decreases fraud and inappropriate, unplanned expenditure
		1.5 Audit of Provincial Government Council finances x 1 annually	Secretary General & Accountant; Principal Finance Officer (DLA); Auditor General's Office	2022 - 2026	Audited accounts improve compliance and budget usage as planned
		1.6 Review and development of new Provincial By-Laws for Penama x 2	Secretary General & Accountant; Planner; Compliance Officer (CSU); SLO	2022 - 2026	Improved legislative framework improves compliant development & delivery outcomes
		1.7 Hold Minuted Provincial Council sittings in May, November and Extra Ordinary Sessions	Secretary General; Planner & Accountant	2022 - 2026	Minutes circulated and identify issues, risks and opportunities for prompt management
		1.8 Council Sittings required under CAP 230	Secretary General	2022 - 2026	Minutes circulated and identify issues, risks and opportunities for prompt management
Objective	Objective 2. Strengthen and support operations of the ten (10) Area Councils				
Outcome	Evidence of equitable and effective service delivery for ten (10) Area Councils				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures

2.1 Administration of ten Area Councils	2.1.1 Area Council Development Plans for each Area Council x 10 for effective administration of Area Council Office operations and government and development partner resources managed effectively with compliant reporting audits & planning	Secretary General; Planner; Area Administrator	2022 - 2026	Plans improve service delivery	
	2.1.2 Area Council Office operational and budgets x 1 managed effectively	Secretary General; Accountant; Area Administrator	2022 - 2026	Audits and spot checks undertaken	
	2.1.3 Council Sitzings required under CAP 230 are held x 2	Planner; Area Administrator	2022 - 2026	Regular sittings promote better management & planning	
	2.1.4 Area Council Sitzings held as required by the Decentralisation Act x 10	Planner; Area Administrator	2022 - 2026	Regular sittings promote better management & planning	
Objective	Objective 3. Improve liaison and partnerships through regular, minuted TAC & Council meetings;				
Outcome	Evidence of improved liaison and Partnership				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1 Regular Minutes TAC & Area Council meetings		Area Council Sitzings held as required by the Decentralisation Act x 10	Secretary General; Accountant; Planner & Area Administrator	2022 - 2026	Regular minuted sittings promote better management & planning through appropriate responses to emerging issues, risks & opportunities
Objective	Objective 4. Development and improve service delivery to communities across Penama.				
Outcome	Improved and equitable services delivered across Penama province				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
4.1 Project Profiles development		Project Profiles drafted x 4 to support government and non-government agencies in service delivery to Area Councils	Secretary General; Principal Development Planning Officer; Planner & Area Administrator	2022 - 2026	Well developed & consulted project plans reduce risks of inappropriate development
ACTIVITY MICI: MALAMPA PROVINCE					
MALAMPA PROVINCIAL GOVERNMENT					
Strategic Objective (Malampa)	To oversee the provincial affairs of all islands of Malekula, Ambrym and Paama to improve service delivery and improve the well-being, livelihoods and security of the people in the province				
NSDP Policy Objectives & Targets	SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase)				

	SOC 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu (SOC 6.1: 50% reduction, 50% increase, SOC 6.4: 100%, SOC 6.5: 10% increase, 100% rolling plan) ENV 3: A strong and resilient nation in the face of climate change and disaster risks posed by natural and man-made hazards (ENV 3.1: 100% CC&DRM develop, 100% application, 50% formal arrangements) ENV 4: A nation which utilises and sustainably manages our land, water and natural resources (ENV 4.1: 50% by 2025) ECO 1: A stable and prosperous economy, encouraging investment and providing economic opportunities for all members of society throughout Vanuatu (ECO 1.2: 30%) ECO 2: Sustainable and well-maintained infrastructure and services for all, through inclusive and effective partnerships (ECO 2.3: 100%) ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)				
Policy	Decentralisation Policy				
Malampa Provincial Government Objectives	Objective 1. Improve the planning, reporting, administration, budget, staffing, operations and management of Malampa Provincial Government Council Objective 2. Strengthen and support operations of the ten (10) Area Councils Objective 3. Improve liaison and partnerships through regular, minuted TAC & Council meetings Objective 4. Development and improved service delivery is provided to communities across Malampa.				
Activity	MICI: Malampa Province				
Objective	Objective 1. Improve the planning, reporting, administration, budget, staffing, operations and management of Malampa Provincial Government Council				
Outcome	Improved operations and management of Malampa Provincial Government Council for improved for service delivery				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1 Planning, reporting, administration, budget, staffing, operations and management of Malampa Provincial Government Council		1.1 Provincial Priority Plan of Malampa Province x 1 developed, printed and reviewed regularly to meet emerging opportunities & needs	Secretary General; Principal Development & Planning Officer; Planner and PTAC	2022 - 2026	Effective, appropriate planning improves services delivery and resources utilisation
		1.2 Recruit qualified and skilled staff x 2 to Provincial Government Council;	Secretary General; HRM (CSU) & OPSC	2022 - 2026	Skilled staff produce improve performance and services delivery against Provincial Plan
		1.3 Produce Annual Business Plans x 1, Strategic/Corporate Plans x 1, Quarterly Reports x 3, Half Yearly Report x 1 and Annual Report x 1 with 100% compliance to GoV Plan and Report Cycle	Secretary General; & Planner; M&E Officer (CSU); Deputy Director	2022 - 2026	Compliant reporting provides opportunity for reflection and re-alignment to meet targets
		1.4 Provincial Government Council Office operations and budgets x 1 administered & managed effectively with compliant processes, reports	Secretary General & Accountant; Principal Finance Officer (DLA)	2022 - 2026	Compliant use of budget improves services delivery and decreases fraud and inappropriate, unplanned expenditure
		1.5 Audit of Provincial Government Council finances x 1 annually	Secretary General & Accountant; Principal	2022 - 2026	Audited accounts improve compliance and budget usage as planned

			Finance Officer (DLA); Auditor General's Office		
		1.6 Review and development of new Provincial By-Laws for Malampa x 2	Secretary General & Accountant; Planner; Compliance Officer (CSU); SLO	2022 - 2026	Improved legislative framework improves compliant development & delivery outcomes
		1.7 Hold Minuted Provincial Council sittings in May, November and Extra Ordinary Sessions	Secretary General; Planner & Accountant	2022 - 2026	Minutes circulated and identify issues, risks and opportunities for prompt management
		1.8 Council Sittings required under CAP 230	Secretary General	2022 - 2026	Minutes circulated and identify issues, risks and opportunities for prompt management
Objective	Objective 2. Strengthen and support operations of the ten (10) Area Councils				
Outcome	Ten Area Councils in Malampa are strengthened for effective service delivery				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1 Administration of ten Area		2.1.1 Area Council Development Plans for each Area Council x 10 for effective administration of Area Council Office operations and government and development partner resources managed effectively with compliant reporting audits & planning	Secretary General; Planner; Area Administrator	2022 - 2026	Plans improve service delivery
		2.1.2 Area Council Office operational and budgets managed effectively	Secretary General; Accountant; Area Administrator	2022 - 2026	Audits and spot checks undertaken
		2.1.3 Council Sittings required under CAP 230 are held x 2	Planner; Area Administrator	2022 - 2026	Regular sittings promote better management & planning
		2.1.4 Area Council Sittings held as required by the Decentralisation Act x 10	Planner; Area Administrator	2022 - 2026	Regular sittings promote better management & planning
Objective	Objective 3. Improve liaison and partnerships through regular, minuted TAC & Council meetings;				
Outcome	Evidence of improved liaison and Partnership				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1 Minutes TAC & Area Council meetings		Area Council Sittings held as required by the Decentralisation Act x 10 with Minutes & Actions Arising	Secretary General; Accountant; Planner & Area Administrator	2022 - 2026	Regular minuted sittings promote better management & planning through appropriate responses to emerging issues, risks & opportunities
Objective	Objective 4. Development and improve service delivery to communities across Malampa.				
Outcome	Improved and equitable services delivered across Malampa				

Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
4.1 Project Profiles development		4.1.1 Project Profiles drafted x 4 to support government and non-government agencies in service delivery to Area Councils	Secretary General; Principal Development Planning Officer; Planner & Area Administrator	2022 - 2026	Well developed & consulted project plans reduce risks of inappropriate development
<b>ACTIVITY MICJ: SHEFA PROVINCE</b>					
<b>SHEFA PROVINCIAL GOVERNMENT</b>					
Strategic Objective (Shefa)	To oversee the provincial affairs of all islands of Efate and its Offshore Islands, Epi and the Shepherds Islands to improve service delivery and improve the well-being, livelihoods and security of the people in the province				
NSDP Policy Objectives & Targets	<p><b>SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase)</b></p> <p><b>SOC 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu (SOC 6.1: 50% reduction, 50% increase, SOC 6.4: 100%, SOC 6.5: 10% increase, 100% rolling plan)</b></p> <p><b>ENV 3: A strong and resilient nation in the face of climate change and disaster risks posed by natural and man-made hazards (ENV 3.1: 100% CC&amp;DRM develop, 100% application, 50% formal arrangements)</b></p> <p><b>ENV 4: A nation which utilises and sustainably manages our land, water and natural resources (ENV 4.1: 50% by 2025)</b></p> <p><b>ECO 1: A stable and prosperous economy, encouraging investment and providing economic opportunities for all members of society throughout Vanuatu (ECO 1.2: 30%)</b></p> <p><b>ECO 2: Sustainable and well-maintained infrastructure and services for all, through inclusive and effective partnerships (ECO 2.3: 100%)</b></p> <p><b>ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)</b></p>				
Policy	Decentralisation Policy				
Shefa Provincial Government Objectives	<p><b>Objective 1. Improve the planning, reporting, administration, budget, staffing, operations and management of Shefa Provincial Government Council</b></p> <p><b>Objective 2. Strengthen and support operations of the nineteen (19) Area Councils</b></p> <p><b>Objective 3. Improve liaison and partnerships through regular, minuted TAC &amp; Council meetings</b></p> <p><b>Objective 4. Development and improved service delivery is provided to communities across Shefa.</b></p>				
Activity	MICJ: Shefa Province				
Objective	Objective 1. Improve the planning, reporting, administration, budget, staffing, operations and management of Shefa Provincial Government Council				
Outcome	Improved operations and management of Shefa Provincial Government Council for service delivery				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures

1.1 Planning, reporting, administration, budget, staffing, operations and management of Shefa Provincial Government Council	1.1 Provincial Priority Plan of Shefa Province x 1 developed, printed and reviewed regularly to meet emerging opportunities & needs	Secretary General; Principal Development & Planning Officer; Planner and PTAC	2022 - 2026	Effective, appropriate planning improves services delivery and resources utilisation
	1.2 Recruit qualified and skilled staff x 2 to Provincial Government Council;	Secretary General; HRM (CSU) & OPSC	2022 - 2026	Skilled staff produce improve performance and services delivery against Provincial Plan
	1.3 Produce Annual Business Plans x 1, Strategic/Corporate Plans x 1, Quarterly Reports x 3, Half Yearly Report x 1 and Annual Report x 1 with 100% compliance to GoV Plan and Report Cycle	Secretary General; & Planner; M&E Officer (CSU); Deputy Director	2022 - 2026	Compliant reporting provides opportunity for reflection and re-alignment to meet targets
	1.4 Provincial Government Council Office operations and budgets x 1 administered & managed effectively with compliant processes, reports	Secretary General & Accountant; Principal Finance Officer (DLA)	2022 - 2026	Compliant use of budget improves services delivery and decreases fraud and inappropriate, unplanned expenditure
	1.5 Audit of Provincial Government Council finances x 1 annually	Secretary General & Accountant; Principal Finance Officer (DLA); Auditor General's Office	2022 - 2026	Audited accounts improve compliance and budget usage as planned
	1.6 Review and development of new Provincial By-Laws for Shefa x 2	Secretary General & Accountant; Planner; Compliance Officer (CSU); SLO	2022 - 2026	Improved legislative framework improves compliant development & delivery outcomes
	1.7 Hold Minuted Provincial Council sittings in May, November and Extra Ordinary Sessions	Secretary General; Planner & Accountant	2022 - 2026	Minutes circulated and identify issues, risks and opportunities for prompt management
	1.8 Council Sittings required under CAP 230	Secretary General	2022 - 2026	Minutes circulated and identify issues, risks and opportunities for prompt management
<b>Objective</b>	<b>Objective 2. Strengthen and support operations of the nineteen (19) Area Councils</b>			
<b>Outcome</b>	<b>Nineteen Area Councils in Shefa are strengthened for effective service delivery</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
2.1 Administration of nineteen Area Councils	2.1.1 Area Council Development Plans for each Area Council x 19 for effective administration of Area Council Office operations and government and development partner resources managed effectively with compliant reporting audits & planning	Secretary General; Planner; Area Administrator	2022 - 2026	Plans improve service delivery



		2.1.2 Area Council Office operational and budgets managed effectively	Secretary General; Accountant; Area Administrator	2022 - 2026	Audits and spot checks undertaken
		2.1.3 Council Sitzings required under CAP 230 are held x 2	Planner; Area Administrator	2022 - 2026	Regular sittings promote better management & planning
		2.1.4 Area Council Sitzings held as required by the Decentralisation Act x 19	Planner; Area Administrator	2022 - 2026	Regular sittings promote better management & planning
Objective	Objective 3. Improve liaison and partnerships through regular, minuted TAC & Council meetings				
Outcome	Evidence of improved liaison and Partnership				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1 Regular Minutes TAC & Area Council meetings		Area Council Sitzings held as required by the Decentralisation Act x 19	Secretary General; Accountant; Planner & Area Administrator	2022 - 2026	Regular minuted sittings promote better management & planning through appropriate responses to emerging issues, risks & opportunities
Objective	Objective 4. Development and improve service delivery to communities across Shefa.				
Outcome	Improved and equitable services delivered across Shefa province				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
4.1 Project profiles development		Project Profiles drafted x 4 to support government and non-government agencies in service delivery to Area Councils	Secretary General; Principal Development Planning Officer; Planner & Area Administrator	2022 - 2026	Well developed & consulted project plans reduce risks of inappropriate development
ACTIVITY MICK: TAFEA PROVINCE					
TAFEA PROVINCIAL GOVERNMENT					
Strategic Objective (Tafea)	To oversee the provincial affairs of all islands of the Tafea Group to improve service delivery and improve the well-being, livelihoods and security of the people in the province				
NSDP Policy Objectives & Targets	SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase) SOC 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu (SOC 6.1: 50% reduction, 50% increase, SOC 6.4: 100%, SOC 6.5: 10% increase, 100% rolling plan) ENV 3: A strong and resilient nation in the face of climate change and disaster risks posed by natural and man-made hazards (ENV 3.1: 100% CC&DRM develop, 100% application, 50% formal arrangements) ENV 4: A nation which utilises and sustainably manages our land, water and natural resources (ENV 4.1: 50% by 2025)				

	<b>ECO 1: A stable and prosperous economy, encouraging investment and providing economic opportunities for all members of society throughout Vanuatu (ECO 1.2: 30%)</b> <b>ECO 2: Sustainable and well-maintained infrastructure and services for all, through inclusive and effective partnerships (ECO 2.3: 100%)</b> <b>ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)</b>				
<b>Policy</b>	<b>Decentralisation Policy</b>				
<b>Tafea Provincial Government Objectives</b>	<b>Objective 1. Improve the planning, reporting, administration, budget, staffing, operations and management of Tafea Provincial Government Council</b> <b>Objective 2. Strengthen and support operations of the twelve (12) Area Councils</b> <b>Objective 3. Improve liaison and partnerships through regular, minuted TAC &amp; Council meetings</b> <b>Objective 4. Development and improved service delivery is provided to communities across Tafea.</b>				
<b>Activity</b>	<b>MICK: Tafea Province</b>				
<b>Objective</b>	<b>Objective 1. Improve the planning, reporting, administration, budget, staffing, operations and management of Tafea Provincial Government Council</b>				
<b>Outcome</b>	<b>Improved operations and management of Tafea Provincial Government Council for service delivery</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
1.1 Planning, reporting, administration, budget, staffing, operations and management of Tafea Provincial Government Council		1.1 Provincial Priority Plan of Tafea Province x 1 developed, printed and reviewed regularly to meet emerging opportunities & needs	Secretary General; Principal Development & Planning Officer; Planner and PTAC	2022 - 2026	Effective, appropriate planning improves services delivery and resources utilisation
		1.2 Recruit qualified and skilled staff x 2 to Provincial Government Council	Secretary General; HRM (CSU) & OPSC	2022 - 2026	Skilled staff produce improve performance and services delivery against Provincial Plan
		1.3 Produce Annual Business Plans x 1, Strategic/Corporate Plans x 1, Quarterly Reports x 3, Half Yearly Report x 1 and Annual Report x 1 with 100% compliance to GoV Plan and Report Cycle	Secretary General; & Planner; M&E Officer (CSU); Deputy Director	2022 - 2026	Compliant reporting provides opportunity for reflection and re-alignment to meet targets
		1.4 Provincial Government Council Office operations and budgets x 1 administered & managed effectively with compliant processes, reports	Secretary General & Accountant; Principal Finance Officer (DLA)	2022 - 2026	Compliant use of budget improves services delivery and decreases fraud and inappropriate, unplanned expenditure
		1.5 Audit of Provincial Government Council finances x 1 annually	Secretary General & Accountant; Principal Finance Officer (DLA); Auditor General's Office	2022 - 2026	Audited accounts improve compliance and budget usage as planned
		1.6 Review and development of new Provincial By-Laws for Shefa x 2	Secretary General & Accountant; Planner;	2022 - 2026	Improved legislative framework improves compliant development & delivery outcomes

			Compliance Officer (CSU); SLO		
		1.7 Hold Minuted Provincial Council sittings in May, November and Extra Ordinary Sessions	Secretary General; Planner & Accountant	2022 - 2026	Minutes circulated and identify issues, risks and opportunities for prompt management
		1.8 Council Sittings required under CAP 230	Secretary General	2022 - 2026	Minutes circulated and identify issues, risks and opportunities for prompt management
<b>Objective</b>	<b>Objective 2. Strengthen and support operations of the twelve (12) Area Councils</b>				
<b>Outcome</b>	<b>Nineteen Area Councils in Tafea are strengthened for effective service delivery</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
2.1 Administration of twelve Area Councils strengthened		2.1.1 Area Council Development Plans for each Area Council x 12 for effective administration of Area Council Office operations and government and development partner resources managed effectively with compliant reporting audits & planning	Secretary General; Planner; Area Administrator	2022 - 2026	Plans improve service delivery
		2.1.2 Area Council Office operational and budgets managed effectively	Secretary General; Accountant; Area Administrator	2022 - 2026	Audits and spot checks undertaken
		2.1.3 Council Sittings required under CAP 230 are held x 2	Planner; Area Administrator	2022 - 2026	Regular sittings promote better management & planning
		2.1.4 Area Council Sittings held as required by the Decentralisation Act x 12	Planner; Area Administrator	2022 - 2026	Regular sittings promote better management & planning
<b>Objective</b>	<b>Objective 3. Improve liaison and partnerships through regular, minuted TAC &amp; Council meetings</b>				
<b>Outcome</b>	<b>Evidence of improved liaison and Partnership</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
3.1 Regular Minutes TAC & Area Council meetings		Area Council and TAC Sittings held as required by the Decentralisation Act x 12	Secretary General; Accountant; Planner & Area Administrator	2022 - 2026	Regular minuted sittings promote better management & planning through appropriate responses to emerging issues, risks & opportunities
<b>Objective</b>	<b>Objective 4. Development and improve service delivery to communities across Tafea.</b>				
<b>Outcome</b>	<b>Improved and equitable services delivered across Tafea province</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>

4.1 Project profile development	Project Profiles drafted x 4 to support government and non-government agencies in service delivery to Area Councils	Secretary General; Principal Development Planning Officer; Planner & Area Administrator	2022 - 2026	Well developed & consulted project plans reduce risks of inappropriate development
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## PROGRAM MID: INTERNAL SECURITY AND BORDER CONTROL

### CSU, VANUATU POLICE FORCE

Strategic Objective (VPF)	To protect, defend and provide timely equitable access to justice and safety for all				
NSDP Policy Objectives & Targets	SOC 1: A Nation based on traditional governance and Christian principles, which underpin our culture and continue to bestow life skills and knowledge to future generations (SOC 1.4: 50%) SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase) SOC 5: A society where the rule of law is consistently upheld, and access to timely justice is available to everyone (SOC 5.1: 50%, SOC 5.3: 30%, 900 by 2020, 1 per year) SOC 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu (SOC 6.1: 50% reduction, 50% Increase, 0% grants) ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)				
Ministry Policy	Decentralisation Policy				
Program	MID: INTERNAL SECURITY & BORDER CONTROL				
CSU Objectives	Objective 1: To improve the management information systems to provide access to managers to evidence for decision making. Objective 2: To develop effective planning, budget and reporting systems to effectively support police operations. Objective 3: To develop the HRM systems to promote an equitable and motivated workforce. Objective 4: To ensure that the VPF limited resources are available where are most needed.				
Activity	MIDA: JOINT COMMAND & CONTROL				
Objective	Objective 1: To improve the management information systems to provide access to managers to evidence for decision making.				
Outcome	Evidence of improved evidence based decision making				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1 Strategic direction to the commandants and managers.		1.1.1 Review of Police General Order (PGO)	Director CSU & Legal	2022-2026	PGO will provide clear guidelines
Objective	Objective 2: To develop effective planning, budget and reporting systems to effectively support police operations.				
Outcome	Effective planning, budget and reporting systems support police operations.				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures

2.1 Justice Sector Strategy implemented & reported	2.1.1 Justice Sector Strategy implementation reported in Quarterly Reports x 4	Police Commissioner	2022-2026	Report identifies emerging risks and opportunities to be addressed
2.2 Information to commandants and VPF executive	2.2.1 Corporate Services Unit regular management meetings x 12 provides guidance on planning, budgets and reporting	Director (CSU)	2022-2026	Regular meetings to assess challenges and opportunities supports responsive management for stronger service delivery
<b>Objective</b>	<b>Objective 3: To develop HRM systems to promote an equitable and motivated workforce.</b>			
<b>Outcome</b>	<b>Evidence of equitable &amp; motivated workforce</b>			
Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1 Review of HRM Manual	3.1.1 HRM Manual reviewed and up-dated	Director CSU and HRM (CSU)	2022	An up-to-date HR Manual mitigates staffing issues
3.2 Performance review of Vanuatu Police Force	3.2.1 Review of VPF Act through performance review to inform the review of the current VPF Act, organisational structure, job descriptions and performance appraisal systems.	Police Commissioner, SLO and Director CSU	2022-2026	VPF Act up-to-date to meet operational needs and to mitigate against HR issues
	3.2.2 Organisational structure review	Police Commissioner, all Commanders	2022	Restructures "future fit" the VPF to meet emerging needs
	3.2.3 Job Descriptions review	Police Commissioner, all Commanders; HRM (CSU)	2022-2026	Job Descriptions properly drafted provide KRAs and KPIs for effective PMR processes
	3.3.4 Performance Management Review (Appraisal) Systems implemented	Police Commissioner, all Commanders; HRM (CSU)	2022-2026	PMR system rigorously implemented to determine high performance for increment and poor performance for support.
3.3 Training & Recruitment Policy	3.3.1 Training & Recruitment Policy x 1	Police Commissioner, Director CSU & Legal	2022-2026	Training & Recruitment policy provides guidance to ensure transparency & good management of recruitment & training
	3.3.2 Police College to deliver training to 76 recruits and refresher training to active member on the force.	Police Commissioner Director; Training College	2022	
	3.3.3 Police College to improve its systems to be accredited as a training institution under the Vanuatu Qualifications Framework.	Police Commissioner Director; Training College & VQA	2022-2026	
	3.3.4 Secure Recruitment & Retirement Budget	Police Commissioner & FM (CSU)	2022-2026	Recruitment & retirement is properly planned & budgeted
<b>Objective</b>	<b>Objective 4: To ensure that the VPF limited resources are available where are most needed.</b>			
<b>Outcome</b>	<b>Resources support VPF responses to security needs</b>			
Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures

4.1 Strategy to settle outstanding bills	4.1.1 Reduction in Debts	Police Commissioner; Director CSU	2022-2026	Debt reduction puts VPF in secure financial position	
4.2 Donor coordination and partnerships	4.2.1 Regular donor meetings to seek additional resources for policing operations. secures funding agreements	Police Commissioner ; Director CSU & donor partners	2022-2026	Donor support sees adequate resourcing	
ACTIVITY MIDB: POLICE DISTRICT NORTHERN					
POLICE DISTRICT NORTHERN					
Strategic Objective	To ensure effective policing, justice access and security through community partnerships for northern zone				
NSDP Policy Objectives & Targets	SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase) SOC 5: A society where the rule of law is consistently upheld, and access to timely justice is available to everyone (SOC 5.1: 50%, SOC 5.3: 30%, 900 by 2020, 1 per year, SOC 5.5) ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)				
Ministry Policy	Decentralisation Policy				
Program	MID: INTERNAL SECURITY AND BORDER CONTROL				
Police District North Objectives	Objective 1: Improve crime prevention and increase community partnerships. Objective 2: Provide support for prosecution and enforcement of judicial processes. Objective 3: Improve the support provided to victims, particularly women, children and disabled peoples, consistent with the justice and community services sector strategy. Objective 4: Develop awareness and promotion of traffic safety. Objective 5: Strengthen and respond to public order issues.				
Activity	ACTIVITY MIDB:POLICE DISTRICT NORTHERN				
Objective	Objective 1: Improve crime prevention and increase community partnerships.				
Outcome	Crime prevention is improved through increased community partnerships				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1 Surveys administration		1.1.1 Conduct a Community Perception's Survey x 1 on Police	Northern Commander	2022-2026	Survey identifies issues to be strengthened and/or rectified
		1.1.2 Community Policing Awareness training x 30 sessions	Northern Commander	2022-2026	Training improves performance of community policing and safety
Objective	Objective 2: Provide support for prosecution and enforcement of judicial processes.				
Outcome	Enforcement of processes improves delivery of equitable justice & rule of law				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1 Prosecution of outstanding cases in Court.		2.1.1 Quarterly Reports x 4 Reports track outstanding case reduction by working closely with state prosecution section	Northern Commander & OC Prosecution	2022-2026	Outstanding case reduction provides prompt justice



<b>Objective</b>	<b>Objective 3: Improve the support provided to victims, particularly women, children and disabled peoples, consistent with the justice and community services sector strategy.</b>				
<b>Outcome</b>	<b>Increased support provided to victims, particularly women, children and disabled peoples, consistent with the justice and community services sector strategy.</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
3.1 Community participation to support victims.		3.1.1 Quarterly Reports track community initiatives to support victims	Northern Commander	2022-2026	Community participation improves relationships and minimises crime
		3.1.2 Community Policing Awareness training x 30 sessions	Northern Commander	2022-2026	Training improves performance of community policing and safety
		3.1.3 Improved case management reporting with 25% increase of cases reported on PIMS	Northern Commander	2022-2026	PIMS tracks improvements and issues to improve delivery of justice services
<b>Objective</b>	<b>Objective 4: Develop awareness and promotion of traffic safety.</b>				
<b>Outcome</b>	<b>Reduced incidents/accidents through raised awareness of traffic safety</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
4.1 Traffic awareness and safety training		4.1.1 Traffic safety training module x 1 developed for use I community awareness sessions	Northern Commander; OC Traffic	2022-2026	Training improves performance of traffic incidents and safety
<b>Objective</b>	<b>Objective 5: Strengthen and respond to public order issues.</b>				
<b>Outcome</b>	<b>Public order issues mitigation improved &amp; reported</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
5.1 Police Command capabilities		5.1.1 Two police posts equipped (West Coast Santo & Malo Police Post) in responding to emergencies and threats are strengthened	Police Commissioner & Northern Commander; Director CSU	2022	Properly equipped and staffed Police Posts improve community justice outcomes
5.2 Tactical response to any public disorder or incidents		5.2.1 Increase police presence and walking patrols x 25%	Northern Commander	2022-2026	Police presence improves security
5.3 Police Information Management System (PIMS).		5.3.1 Training of officers in PIMS x 2	Northern Commander & OC PIMS	2022-2026	Better trained offices improve service delivery and safety outcomes
<b>ACTIVITY MIDC: POLICE DISTRICT CENTRAL</b>					
<b>CENTRAL POLICE DISTRICT</b>					
<b>Strategic Objective</b>	<b>To ensure effective policing, justice access and security through community partnerships for central zone</b>				
<b>NSDP Policy Objectives &amp; Targets</b>	<b>SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase)</b> <b>SOC 5: A society where the rule of law is consistently upheld, and access to timely justice is available to everyone (SOC 5.1: 50%, SOC 5.3: 30%, 900 by 2020, 1 per year, SOC 5.5)</b>				

	<b>ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)</b>				
<b>Ministry Policy</b>	<b>Decentralisation Policy</b>				
<b>Program</b>	<b>MID: INTERNAL SECURITY AND BORDER CONTROL</b>				
<b>Central Police District Objectives</b>	<b>Objective 1: Improve crime prevention and increase community partnerships.</b> <b>Objective 2: Provide support for prosecution and enforcement of judicial processes.</b> <b>Objective 3: Improve the support provided to victims, particularly women, children and disabled peoples, consistent with the justice and community services sector strategy.</b> <b>Objective 4: Develop awareness and promotion of traffic safety.</b> <b>Objective 5: Strengthen and respond to public order issues.</b>				
<b>Activity</b>	<b>MIDC: CENTRAL POLICE DISTRICT</b>				
<b>Objective</b>	<b>Objective 1: Improve crime prevention and increase community partnerships.</b>				
<b>Outcome</b>	<b>Improved crime prevention through increased community partnerships</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
1.1 Administration of Surveys		1.1.1 Conduct a Community Perception's Survey x 1 on Police	Northern Commander	2022-2026	Survey identifies issues to be strengthened and/or rectified
		1.1.2 Community Policing Awareness training x 30 sessions	Northern Commander	2022-2026	Training improves performance of community policing and safety
<b>Objective</b>	<b>Objective 2: Provide support for prosecution and enforcement of judicial processes.</b>				
<b>Outcome</b>	<b>Enforcement of processes improves delivery of equitable justice &amp; rule of law</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
2.1 Prosecute outstanding cases in Court.		2.1.1 Quarterly Reports x 4 Reports track outstanding case reduction by working closely with state prosecution section to	Northern Commander & OC Prosecution	2022-2026	Outstanding case reduction provides prompt justice
<b>Objective</b>	<b>Objective 3: Improve the support provided to victims, particularly women, children and disabled peoples, consistent with the justice and community services sector strategy.</b>				
<b>Outcome</b>	<b>Increased support provided to victims, particularly women, children and disabled people</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
3.1 Community participation to support victims.		3.1.1 Quarterly Reports track community initiatives to support victims consistent with the Justice and Community Services Sector Strategy.	Northern Commander	2022-2026	Community participation improves relationships and minimises crime
		3.1.2 Community Policing Awareness training x 30 sessions	Northern Commander	2022-2026	Training improves performance of community policing and safety
		3.1.3 Improved case management reporting with 25% increase of cases reported on PIMS	Northern Commander	2022-2026	PIMS usage tracks improvements and issues to improve delivery of justice services

<b>Objective</b>	<b>Objective 4: Develop awareness and promotion of traffic safety.</b>				
<b>Outcome</b>	<b>Reduced incidents/accidents through raised awareness of traffic safety</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
4.1 Awareness and traffic safety training		4.1.1 Traffic safety training module x 1 developed for use I community awareness sessions	Northern Commander; OC Traffic	2022-2026	Training improves performance of traffic incidents and safety
<b>Objective</b>	<b>Objective 5: Strengthen and respond to public order issues.</b>				
<b>Outcome</b>	<b>Public order issues mitigated with reduced occurrences</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
5.1 Police Command capabilities		5.1.1 Two police post equipped (South Pentecost & Maewo Police Posts) in responding to emergencies and threats. improved	Police Commissioner & Northern Commander; Director CSU	2022	Properly equipped and staffed Police Posts improve community justice outcomes
5.2 Tactical response to any public disorder or incidents		5.2.1 Increase police presence and walking patrols x 25%	Northern Commander	2022-2026	Police presence improves security
5.3 Police Information Management System (PIMS).		5.3.1 Training of officers in PIMS x 2	Northern Commander & OC PIMS	2022-2026	Bette trained offices improve service delivery and safety outcomes
<b>ACTIVITY MIDD: POLICE DISTRICT SOUTHERN</b>					
<b>SOUTHERN POLICE DISTRICT</b>					
<b>Strategic Objective</b>	<b>To ensure effective policing justice, access and security through community partnerships for southern zone</b>				
<b>NSDP Policy Objectives &amp; Targets</b>	<b>SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase)</b> <b>SOC 5: A society where the rule of law is consistently upheld, and access to timely justice is available to everyone (SOC 5.1: 50%, SOC 5.3: 30%, 900 by 2020, 1 per year, SOC 5.5)</b> <b>ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)</b>				
<b>Ministry Policy</b>	<b>Decentralisation Policy</b>				
<b>Program</b>	<b>MID: INTERNAL SECURITY AND BORDER CONTROL</b>				
<b>Southern Police District Objectives</b>	<b>Objective 1: Improve crime prevention and increase community partnerships.</b> <b>Objective 2: Provide support for prosecution and enforcement of judicial processes.</b> <b>Objective 3: Improve the support provided to victims, particularly women, children and disabled peoples, consistent with the justice and community services sector strategy.</b> <b>Objective 4: Develop awareness and promotion of traffic safety.</b> <b>Objective 5: Strengthen and respond to public order issues.</b>				
<b>Activity</b>	<b>Activity: MIDD Police District Southern</b>				
<b>Objective</b>	<b>Objective 1: Improve crime prevention and increase community partnerships.</b>				

Outcome	Crime prevention is improved through increased community partnerships				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1 Administration of surveys		1.1.1 Conduct a Community Perception's Survey x 1 on Police	Southern Commander	2022-2026	Survey identifies issues to be strengthened and/or rectified
		1.1.2 Community Policing Awareness training x 30 sessions	Southern Commander	2022-2026	Training improves performance of community policing and safety
Objective	Objective 2: Provide support for prosecution and enforcement of judicial processes.				
Outcome	Improved enforcement processes for delivery of equitable justice & rule of law				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1 Prosecution of outstanding cases in Court.		2.1.1 Quarterly Reports x 4 Reports track outstanding case reduction by working closely with state prosecution section to	Southern Commander & OC Prosecution	2022-2026	Outstanding case reduction provides prompt justice
Objective	Objective 3: Improve the support provided to victims, particularly women, children and disabled peoples, consistent with the justice and community services sector strategy.				
Outcome	Increased support provided to victims, particularly women, children and disabled peoples, consistent with the justice and community services sector strategy.				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1 Increase community participation to support victims.		3.1.1 Quarterly Reports track initiatives to support victims	Southern Commander	2022-2026	Community participation improves relationships and minimises crime
		3.1.2 Community Policing Awareness training x 30 sessions	Southern Commander	2022-2026	Training improves performance of community policing and safety
		3.1.3 Improved case management reporting with 25% increase of cases reported on PIMS	Southern Commander	2022-2026	PIMS usage tracks improvements and issues to improve delivery of justice services
Objective	Objective 4: Develop awareness and promotion of traffic safety.				
Outcome	Reduced incidents/accidents through raised awareness of traffic safety				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
4.1 Awareness and traffic safety training		4.1.1 Traffic safety training module x 1 developed for use I community awareness sessions	Southern Commander & OC Traffic	2022-2026	Training improves performance of traffic incidents and safety
Objective	Objective 5: Strengthen and respond to public order issues.				
Outcome	Public order issues mitigated				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures

5.1 Police command capabilities	5.1.1 One police post equipped (Teouma Post) in responding to emergencies and threats is strengthened	Southern Commander	2022	Properly equipped and staffed Police Posts improve community justice outcomes
5.2 Tactical response to any public disorder or incidents	5.2.1 Increase police presence and walking patrols x 25%	Southern Commander	2022-2026	Police presence improves security
5.3 Police Information Management System (PIMS).	5.3.1 Training of officers in PIMS x 2	Southern Commander	2022-2026	Bette trained offices improve service delivery and safety outcomes

### ACTIVITY MIDE: VANUATU MOBILE FORCE

#### VANUATU MOBILE FORCE

<b>Strategic Objective (VMF)</b>	To defend the Republic of Vanuatu when and where there is any external or domestic threat.			
<b>NSDP Policy Objectives &amp; Targets</b>	<p><b>SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase)</b></p> <p><b>SOC 5: A society where the rule of law is consistently upheld, and access to timely justice is available to everyone (SOC 5.1: 50%, SOC 5.3: 30%, 900 by 2020, 1 per year, SOC 5.5)</b></p> <p><b>ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)</b></p>			
<b>Ministry Policy</b>	Decentralisation Policy			
<b>Program</b>	MID: INTERNAL SECURITY AND BORDER CONTROL			
<b>VMF Objectives</b>	<p><b>Objective 1: Improve VMF capability and capacity to undertake domestic security functions through joint training exercises with other international forces.</b></p> <p><b>Objective 2: Maintain discipline, morale and operational ability to respond to any security situation in Vanuatu.</b></p> <p><b>Objective 3: Defend the Republic of Vanuatu when and where there is any external threat.</b></p>			
<b>Activity</b>	ACTIVITY MIDE: VANUATU MOBILE FORCE			
<b>Objective</b>	Objective 1: Improve VMF capability and capacity to undertake domestic security functions through joint training exercises with other international forces.			
<b>Outcome</b>	Improved domestic security functions through joint training exercises with international forces.			

Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1 Humanitarian relief and disaster response, and assistance to communities.		1.1.1 Assistance provided if required and reported in Annual Report contribution x1 with up to 70% of Force mobilised	VMF Commander	2022-2026	Joint training and donor funding sees VMF responsive & professional
1.2 Specialised Training		1.2.1 VMF officers trained in specialist training x 30	VMF Commander	2022-2026	Technical training improves capacity to respond to risks & threats
<b>Objective</b>	<b>Objective 2: Maintain discipline, morale and operational ability to respond to any security situation in Vanuatu.</b>				
<b>Outcome</b>	<b>Evidence of strong discipline, morale and operational ability</b>				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures

2.1 VPF formation's support.	2.1.1 Quarterly Reports X 4 provide details of support to other VPF formations with community policing services, public operations and community partnerships, and border surveillance and protection	VMF Commander	2022-2026	Support for other VPF formations improves responsive capacity to threats & risks
	2.1.2 Maintenance of VPF buildings and houses x 25%	VMF Commander	2022-2026	Maintenance & building skills are honed to provide recovery support in time of disasters such as cyclones

<b>Objective</b>	<b>Objective 3: Defend the Republic of Vanuatu when and where there is any external threat.</b>
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<b>Outcome</b>	<b>Republic of Vanuatu is defended when and where there is any external threat.</b>
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Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1 Protection of VIPs and venue security services.	3.1.1 Monthly Reports x 12 detail activities	VMF Commander	2022-2026	VIP & Venue security services provided
3.2 Contributions to global peace keeping operations.	3.2.1 Annual Report contribution x 1 details participation in Peace Keeping activities globally	Deputy Police Commissioner	2022-2026	Peace Keeping activities provide capacity building & technical training to mitigate security threats in Vanuatu

### ACTIVITY MIDF: POLICE MARITIME WING

#### POLICE MARITIME WING

<b>Strategic Objective</b>	<b>To protect and secure the maritime borders of Vanuatu</b>
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<b>NSDP Policy Objectives &amp; Targets</b>	<p><b>SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase)</b></p> <p><b>SOC 5: A society where the rule of law is consistently upheld, and access to timely justice is available to everyone (SOC 5.1: 50%, SOC 5.3: 30%, 900 by 2020, 1 per year, SOC 5.5)</b></p> <p><b>ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)</b></p>
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<b>Ministry Policy</b>	<b>Decentralisation Policy</b>
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<b>Program</b>	<b>PROGRAM MID: INTERNAL SECURITY AND BORDER CONTROL</b>
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<b>PMW Objectives</b>	<p><b>Objective 1: Protect the Vanuatu economic exclusive zone through effective maritime surveillance and monitoring.</b></p> <p><b>Objective 2: Improve intelligence and information sharing amongst partner agencies (national and international) to secure national borders.</b></p> <p><b>Objective 3 Develop and strengthen capabilities needed for a coordinated and effective response to security threats.</b></p> <p><b>Objective 4: Assist with humanitarian and disaster response operations</b></p>
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<b>Activity</b>	<b>ACTIVITY MIDF: POLICE MARITIME WING</b>
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<b>Objective</b>	<b>Objective 1: Protect the Vanuatu economic exclusive zone through effective maritime surveillance and monitoring.</b>
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<b>Outcome</b>	<b>Vanuatu economic exclusive zone is protected</b>
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Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
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1.1 Enforcement of the Ports and Marine Act.	1.1.1 Annual Reports details any activities to enforce Ports & Marine Act	PMW Commander	2022-2026	Enforcement of act improves maritime safety and security
1.2 Targeted economic exclusive zone (EEZ) security	1.2.1 EEZ Patrol reports x 2 submitted on monitoring patrols	PMW Commander	2022-2026	Reporting provides entry point response to address emerging risks and opportunities
1.3 Harbours Security	1.3.1 Patrols for Port Vila and Luganville x 300 reported in Monthly Reports with strengthening of Police visibility	PMW Commander	2022-2026	Regular reporting provides entry point response to address emerging risks and opportunities
<b>Objective</b>	<b>Objective 2: Improve intelligence and information sharing amongst partner agencies (national and international) to secure national borders.</b>			
<b>Outcome</b>	<b>Intelligence and information sharing amongst national and international partner agencies improves security of national borders</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
2.1 Surveillance and intelligence information across agencies.	2.1.1 Assist customs, immigration, fisheries and biosecurity, agencies to monitor and enforce illegal drug trafficking, arms smuggling, illegal immigrants, and illegal transshipment of fish through vessel boardings x 13	Director NIU & PMW Commander	2022-2026	Vessel boardings mitigate risks of illegal drug trafficking, arms smuggling, illegal immigrants, and illegal transshipment of fish incidents
<b>Objective</b>	<b>Objective 3: Develop and strengthen capabilities needed for a coordinated and effective response to security threats.</b>			
<b>Outcome</b>	<b>Evidence of coordinated and effective response to security threats</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
3.1 Participation in maritime exercises	Maritime Exercises participation and outcomes reported in Annual Report x 1 in close cooperation with international partner agencies builds responsive capacity	PMW Commander	2022-2026	Strengthened capability ensures coordinated and effective response to security risks & threats
<b>Objective</b>	<b>Objective 4: Assist with humanitarian and disaster response operations</b>			
<b>Outcome</b>	<b>Humanitarian and disaster response operations provided as needed</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
4.1 Humanitarian and disaster response operations	4.1.1 2 Humanitarian and disaster response operations as requested conducted & reported in Annual Report	PMW Commander & NDMO	2022-2026	Humanitarian and disaster response operations effectively undertaken reduces disaster risk
<b>ACTIVITY: MIDG: BORDER CONTROL</b>				
<b>DEPARTMENT OF VANUATU IMMIGRATION &amp; PASSPORT SERVICES</b>				
<b>Strategic Objective VI&amp;PS</b>	<b>To provides essential services to protect the nation of Vanuatu by controlling the movement of people at international points of entry through management of passport, visa and travel identity documentation.</b>			

NSDP Policy Objectives & Targets	SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase) SOC 5: A society where the rule of law is consistently upheld, and access to timely justice is available to everyone SOC 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu (SOC 6.4: 100%, SOC 6.5: 10% increase, 100% rolling plan) ECO 1: A stable and prosperous economy, encouraging investment and providing economic opportunities for all members of society throughout Vanuatu (ECO 1.2: 30%) ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)				
Ministry Policy	Decentralisation Policy				
Program	Program MIDG: Border Control				
Immigration Objectives	Objective 1: Protect the nation’s borders by implementing internal border control measures to monitor movement of citizens, visitors and residents within the country Objective 2: Control, administer and review the issuance of visas. Objective 3: Review legislation to conform with migration polices Objective 4 Develop and implement a Migration Strategy; Objective 5: Collect government revenues through immigration revenue initiatives 6. Improve service delivery and organisational capacity through policy, legislation, planning, reporting, budget, restructuring, rapid response capacity, ICT, infrastructure and training.				
Activity	MIDG: Border Control				
Objective	Objective 1: Protect the nation’s borders by implementing internal border control measures to monitor movement of citizens, visitors and residents within the country				
Outcome	Nations borders are secure and well monitored with statistics on internal movement within the provinces & islands				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1 International points of entry control systems		1.1.1 Border Control Section Monthly Report x 12	Director; Manager Border Control	2022- 2026	Adequate staffing, offices and resources budgeted and in place for all international & domestic points of entry
1.2 Domestic air and sea ports control systems		1.2.1 Domestic border control Monthly Report x 12	Director; Manager Border Control	2022- 2026	Domestic sea and air ports of entry are controlled
Objective	Objective 2: Control, administer and review the issuance of visas.				
Outcome	Improved Visa conditions supporting the economy & development of the nation				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures

2.1 Restructure and capacity building of the Visa Unit;	2.1.1 Implement Visa Unit restructure improve effective service delivery	Director, HRM (CSU) OPSC	2022-2026	Ensure Business Plan has budget for restructure increased remuneration & operations costs
	2.1.2 Undertake & report in Annual Report x 1 on training to build capacity (location timing, topic. Attendees)	Director, HRM (CSU), M&E Officer (CSU)	2022-2026	Ensure Business Plan has budget for training
	2.1.3 Implement Border Control Management System (MIDAS) by 2022 x 1	Director	2022	Funding & technical Support for Border Control Management System (MIDAS) is secured
2.2 Review and development of visa conditions	2.2.1 Consultation with stakeholders to identify visa conditions to attract investment and collective revenue reported in Annual Report x 1	Director	2022 - 2026	Consultations will ensure appropriate visa conditions to attract investors
	2.2.2 Prepare Regulation Order for approved visa categories	Director; Compliance Manager	2022 - 2026	Develop Business Plan to include resources for consultation work for Regs development
<b>Objective</b>	<b>Objective 3: Review legislation to conform with migration polices</b>			
<b>Outcome</b>	<b>Enhanced conformity between legislative and government migration policies</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
3.1 Operations on illegal immigrants and breached of visa conditions	3.1.1 Compliance Reports to Director on visa breaches and illegal migrants x 4	Director; Compliance Manager	2022-2026	Business Plan provides resourcing & training for enforcement
3.2 Legislative amendments	3.2.1 Legislative amendments passed by Parliament after consultation on proposed legislative amendments with stakeholders	Director; Compliance Manager; SLO	2022	Business Plan provides resourcing for consultation
3.3 Immigration documents examination	3.3.1 Report x 1 on production of forged immigration documents	Director; Compliance Manager	2022-2026	Business Plan provides resourcing for investigation & report
<b>Objective</b>	<b>Objective 4 Develop and implement a Migration Strategy;</b>			
<b>Outcome</b>	<b>Evidence of improved migration planning and implementation</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
4.1 Migration Strategy	4.1.1 Migration Strategy consulted, approved & implemented	Director	2022-2026	Secure technical support to draft the Migration Strategy
<b>Objective</b>	<b>Objective 5: Collect government revenues through immigration revenue initiatives</b>			
<b>Outcome</b>	<b>Increased revenue to support expenditure on services delivery</b>			

Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
5.1 Immigration revenue initiatives		5.1.1 Quarterly, Half Yearly & Annual Report track revenue collection	Director	2022-2026	Standard Operating Procedures and legislation in place for immigration revenue collection processes
Objective	6. Improve service delivery and organisational capacity through policy, legislation, planning, reporting, budget, restructuring, rapid response capacity, ICT, infrastructure and training.				
Outcome	Improved service delivery and professional, compliant performance in Immigration Sector				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
6.1 Restructure, resourcing of provincial offices		6.1.1 Restructure Submission x 1 of provincial offices to strengthen decentralised service delivery	Director; HRM (CSU); OPSC	2022-2026	Ensure Business Plan has budget for restructure increased remuneration & operations costs
6.2 Decentralisation of immigration services to the provincial and Area Council levels		6.2.1 Decentralised immigration through establishment of provincial offices x 1 in Torba and Area Council	Director; HRM (CSU); OPSC	2022-2026	Ensure Business Plan has budget for training, staffing & infrastructure
6.3 Reporting		6.3.1 Quarterly Reports x 4 on establishment, resourcing & staffing of Provincial Offices	Director; M&E Officer (CSU)	2022-2026	Work Schedules detail reporting deadlines as per GoV Reporting Cycle
<b>ACTIVITY MIDH: ISSUE OF PASSPORTS</b>					
Strategic Objective	To control the movement of people at international points of entry through management of passport, visa and travel identity documentation.				
NSDP Policy Objectives & Targets	<p><b>SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase)</b></p> <p><b>SOC 5: A society where the rule of law is consistently upheld, and access to timely justice is available to everyone</b></p> <p><b>SOC 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu (SOC 6.4: 100%, SOC 6.5: 10% increase, 100% rolling plan)</b></p> <p><b>ECO 1: A stable and prosperous economy, encouraging investment and providing economic opportunities for all members of society throughout Vanuatu (ECO 1.2: 30%)</b></p> <p><b>ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)</b></p>				
Ministry Policy	Decentralisation Policy				
Program	MID: Passport & Border Control				

<b>Passport Unit Objectives</b>	<b>Objective 1: Protect &amp; upgrade the integrity of Passport and Travelling documentation</b> <b>Objective 2: Improve revenue collection</b> <b>Objective 3: Advise sector stakeholders on issues relating to Passport and Travelling documentation</b> <b>Objective 4: Decentralise Passport and Travelling Document services;</b> <b>Objective 5: Improve service delivery and organisational capacity through policy, legislation, planning, reporting, budget, restructuring, rapid response capacity, ICT, infrastructure and training.</b>				
<b>Activity</b>	<b>ACTIVITY MIDH: ISSUE OF PASSPORTS</b>				
<b>Objective</b>	<b>Objective 1: Protect &amp; upgrade the integrity of Passport and Travelling documentation</b>				
<b>Outcome</b>	<b>Evidence of protection of passport integrity and Travelling documentation</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
1.1 Printing & issuance of Passport & Travel documents.		1.1.1 Quarterly Reports x 4 on issuance of Passport & Travel documents	Director	2022-2026	Legislation & policies in place to support compliance & processes
1.2 Passport and travel document security features review		1.2.1 Yearly Review of passport and travel document security features to meet international requirements	Director Passport Senior	2022-2026	Legislation and policies address and strengthen security features
<b>Objective</b>	<b>Objective 2: Improve revenue collection</b>				
<b>Outcome</b>	<b>Increased Government revenue to support expenditure</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
2.1 Review and revision of the Regulations and procedures		2.1.1 Regulations related to the cost of the services in relation to Passport and Travelling documentation to improve revenue generation. reviewed on cost of the services in relation to Passport and Travelling documentation	Director; Compliance Officer (CSU); SLO	2022-2026	Working Group revises regulations with broad consultation and collaboration with SLO
		2.1.2 Quarterly, Half Yearly & Annual Report track revenue collection	Director	2022-2026	Standard Operating Procedures and legislation in place for immigration revenue collection processes
<b>Objective</b>	<b>Objective 3: Advise sector stakeholders on issues relating to Passport and Travel documentation</b>				
<b>Outcome</b>	<b>Stakeholders are well informed on Passport and Travel Documentation requirements</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
3.1 Reports		3.1.1 Issues Report on passport & Travelling Documents to sector stakeholders x 5 to the stakeholder agencies on the number of passport issued	Director	2022-2026	Ensure Business Plan details delivery of Reports

3.2 Awareness Workshops		3.2.1 Awareness Workshops improve sectoral awareness on legal requirements	Director	2022-2026	Awareness Workshops improve sectoral awareness
<b>Objective</b>	<b>Objective 4: Decentralise Passport and Travelling Document services;</b>				
<b>Outcome</b>	<b>Improved access to passport services for people of Torba</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
4.1 Provincial Bureaus increased from 5-6		4.1.1 Processing in Provinces of Passport & Travel documents increased from 5-6 by establishing Torba Office with capacity to process Passport & Travel documents	Director	2022	Ensure Business Plan has budget for restructure increased remuneration & operations costs
4.2 Area Councils process Travel Documents		4.2.1 One Area Council in each Province to access passport system for data entry	Director; Manager Passports	2022-2026	Ensure Business Plan has budget for implementation, equipment & training
<b>Objective</b>	<b>Objective 5: Improve service delivery and organisational capacity through policy, legislation, planning, reporting, budget, restructuring, rapid response capacity, ICT, infrastructure and training.</b>				
<b>Outcome</b>	<b>Improved service delivery and organisational capacity with ICT based passports</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
5.1 Integrated ICT based passport systems		5.1.1 Integrated ICT based passport systems utilised x 1 system	Director	2022	Budget for ICT development is planned for & secured
<b>ACTIVITY MIE: NATIONAL SERVICES</b>					
<b>DEPARTMENT OF LABOUR &amp; EMPLOYMENT SERVICES</b>					
<b>Strategic Objective (DOL)</b>	<b>To provide access to safe, equitable work opportunities through labour programs, training and compliance to labour rights and legislation.</b>				
<b>NSDP Policy Objectives &amp; Targets</b>	<p><b>SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase)</b></p> <p><b>SOC 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu (SOC 6.1: 50% Reduce, 50% Increase, SOC 6.4: 100%)</b></p> <p><b>ECO 1: A stable and prosperous economy, encouraging investment and providing economic opportunities for all members of society throughout Vanuatu (ECO 1.2: 30% Increase)</b></p> <p><b>ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)</b></p> <p><b>ECO 4: An enabling business environment, creating opportunities and employment for indigenous and foreign entrepreneurs throughout Vanuatu. (ECO 4.5, ECO 4.6, ECO 4.7)</b></p>				
<b>Ministry Policy</b>	<b>Decentralisation Policy</b>				



<b>Program</b>	<b>ACTIVITY: MIE National Services</b>				
<b>CSU Objectives</b>	<b>Objective 1: Progress equity in the domestic &amp; international employment markets</b> <b>Objective 2: Promote the standards required by law for decent work and strengthen compliance with all Vanuatu's labour laws</b> <b>Objective 3: Promote and maintain good working relationships between tripartite labour partners - unions, employers and government</b> <b>Objective 4: Enforce compliance for employment standards according to ILO Conventions</b> <b>Objective 5: Advocate for workers' rights and welfare in international and domestic markets</b> <b>Objective 6: Improve service delivery framework and organisational compliance through an inclusive policy, legislative, planning, reporting, budget, Assets Management, ICT systems, project management, restructures, decentralisation of services, infrastructure, capacity building, awareness, dispute &amp; conciliation mechanisms, revenue generation.</b>				
<b>Activity</b>	<b>ACTIVITY: MIEA LABOUR REGULATION</b>				
<b>Objective</b>	<b>Objective 1: Progress equity in the domestic &amp; international employment markets</b>				
<b>Outcome</b>	<b>Improved revenue &amp; well-being for workers through domestic &amp; international employment market equity</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
1.1 Decent and sustainable jobs		1.1.1 Employment numbers tracked in Annual Report x 1 for Ni-Vanuatu increased domestically & internationally;	COL, Manager Employment Services Unit	2022 - 2026	Regular data collection ensures reporting is evidence based and "in-time."
1.2 Existing and new Labour Mobility Programmes		1.2.1 Meetings x 4 held & Minuted with Actions Arising tracked & distributed for participating donor partners and agents and employers to increase numbers of both skilled and unskilled Ni-Vanuatu workers in existing and new Labour Mobility	COL, Manager Employment Services Unit, Labour attaché in Australia and New Zealand	2022 - 2026	Establishment of Workers Scheme Liaison Officers in Australia & NZ
		1.2.2 Liaison meetings x 5 meetings with Australian & NZ on labour mobility programs reported in Annual Report x 1	COL, Manager Employment Services Unit, Liaison attaché in Australia and NZ	2022 - 2026	Hold regular liaison meetings with Australian & NZ to improve outcomes for labour mobility programs
1.3 Inclusion of women and people with disability in the employment sector		1.3.1 Awareness training for general, public employers and employees x 10 increases number of women and people with disability	COL, Manager Employment Services Unit	2022 - 2026	Awareness programs to improve community and employer understanding of need for inclusion
<b>Objective</b>	<b>Objective 2: Promote the standards required by law for decent work and strengthen compliance with all Vanuatu's labour laws</b>				
<b>Outcome</b>	<b>Improved workers' conditions through compliance with all Vanuatu's labour laws</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
2.1 Standards for safe, healthy workplaces		2.1.1 Standards developed x 1	COL, Manager Compliance,	2022 - 2026	Awareness training promotes understanding of OH&S requirements
		2.1.2 Workplace inspections undertaken & reported x 30	COL, Manager Labour Market South & North	2022 - 2026	Awareness training promotes understanding of OH&S requirements

	2.1.3 Awareness training for general, public employers and employees with 10 Reports on topics, training location & attendees	Manager Labour Market South & North		Awareness training promotes understanding of OH&S requirements
2.2 Labour Mobility Policy Framework	2.2.1 Labour Mobility Policy Framework development & implementation	COL, Manager Employment Services	2022 - 2026	Framework supports safe fair work for workers in Labour Mobility Programs
<b>Objective</b>	<b>Objective 3: Promote and maintain good working relationships between tripartite labour partners - unions, employers and government</b>			
<b>Outcome</b>	<b>Evidence of Tripartite labour partners efforts- unions, employers and government – supporting safe, fair workplaces</b>			
Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1 Collaboration with VCCI, Youth challenge and other stakeholders	3.1.1 Meetings held & Minutes, with Annual Report providing details of progress & issues to increase the number of self-employed Ni-Vanuatu to become entrepreneurs;	COL, Manager Employment Services, Employment Liaison officer (domestic market)	2022 - 2026	Undertake regular meetings to increase the number of self-employed Ni-Vanuatu to become entrepreneurs;
3.2 Tripartite Labour Council strengthening	3.2.1 Tripartite Labour Advisory Council Meetings held and minutes x 4	COL, Deputy COL, Manager Compliance	2022 - 2026	Undertake regular meetings to strengthen the Tripartite Labour Council
<b>Objective</b>	<b>Objective 4: Enforce compliance for employment standards according to ILO Conventions</b>			
<b>Outcome</b>	<b>Improved workers' conditions through ILO Convention compliance for employment standards</b>			
Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
4.1 Inspections for compliance to ILO Conventions;	Workplace inspections for compliance to ILO Conventions undertaken & reported x 30	COL, Manager Compliance, Manager Labour Market South & North	2022 - 2026	Awareness training promotes understanding of ILO requirements
<b>Objective</b>	<b>Objective 5: Advocate for workers' rights and welfare in international and domestic markets</b>			
<b>Outcome</b>	<b>Improved workers' rights for safe work practices &amp; employment outcomes</b>			
Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
5.1 Workers' Rights and Welfare awareness programs and public consultation	5.1.1 Awareness Meetings held & Minutes, with Annual Report providing details of progress & issues to advocate for workers' rights and welfare in international and domestic markets	COL, Manager Compliance, Manager Labour Market North & South	2022 - 2026	Ensure Business Plan has budget for awareness meetings & training
5.2 Localisation policy	5.2.1 Localisation policy drafted, consulted, approved & implemented	COL, Manager Compliance, Manager Labour Market South & North	2022 - 2026	Broad consultation improves understanding and “buy in.”

5.3 Unemployment Data Base linked to training institutions	5.3.1 Unemployment Data Base x 1 with information accessible/linked to training institutions	COL, Manager Labour Market South & North, Manager Employment Services	2022 - 2026	Staff available for data entry & liaison with training institutions
5.4 Pool for skilled workers	5.4.1 Pool of skilled workers devised and kept up to date on Data Base x 1	COL, Manager Employment Services, Liaison officer Employment Services (domestic market)	2022 - 2026	Staff available for data entry to keep pool information up-to-date
5.5 Review of labour laws	5.5.1 Review of labour laws undertaken	COL, Manager Compliance, TLAC	2022 - 2026	Establish a Working Group to progress reviews & revisions
5.6 Labour policies	5.6.1 New Policies consulted and drafted with 1 DCO Paper annually	COL, Manager Compliance, TLAC	2022 - 2026	Establish a Working Group to progress policy drafting
5.7 Labour related training functions	5.7.1 All labour related functions under the Department of Labour including internship; cadetships and apprenticeship schemes	COL, Manager Labour Market North & South	2022 - 2026	Industry Working Groups progress labour related functions under the Department of Labour including internship; cadetships and apprenticeship schemes

<b>Objective</b>	<b>Objective 6: Improve service delivery framework and organisational compliance through an inclusive policy, legislative, planning, reporting, budget, Assets Management, ICT systems, project management, restructures, decentralisation of services, infrastructure, capacity building, awareness, dispute &amp; conciliation mechanisms, revenue generation.</b>
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<b>Outcome</b>	<b>Service delivery framework and organisational compliance promotes workers' rights.</b>
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Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
6.1 MBC Submission with costed NPPs on time	6.1.1 MBC Submission x 1 with costed NPPs	COL, Deputy COL, Senior Finance Officer	2022 - 2026	Ensure MBC Submission is properly consulted with EAs & SAs prior to submission
6.2 Restructures to address decentralised service delivery	6.2.1 Restructures to address capacity for decentralised service delivery x 2	COL, Deputy COL, All Managers under DOL	2022 - 2026	Ensure Business Plan has budget for restructure increased remuneration & operations costs
6.3 Plans and reports on time as per GoV Reporting Cycle	6.3.1 Plans and reports 100% on time as per GoV Reporting Cycle	COL, Deputy COL	2022 - 2026	Proper planning & reporting improve service delivery outcomes, identifying risks & opportunities in time for interventions

### ACTIVITY MIE: ELECTORAL OFFICE

### VANUATU ELECTORAL OFFICE

<b>Strategic Objective</b>	<b>To conduct efficient elections with validated Electoral Roll and improved election procedures</b>
<b>NSDP Policy Objectives &amp; Targets</b>	<b>SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase)</b>

	<p><b>SOC 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu (SOC 6.1: 50% Reduce, 50% Increase, SOC 6.3, SOC 6.4: 100%)</b></p> <p><b>ECO 1: A stable and prosperous economy, encouraging investment and providing economic opportunities for all members of society throughout Vanuatu (ECO 1.2: 30% Increase)</b></p> <p><b>ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)</b></p>				
<b>Ministry Policy</b>	<b>Decentralisation Policy</b>				
<b>Program</b>	<b>MIE: ELECTORAL SERVICES</b>				
<b>VEO Objectives</b>	<p><b>Objective 1: To conduct efficient elections with validated Electoral Roll and improved election procedures;</b></p> <p><b>Objective 2: To establish efficient, and improved voter registration by utilising a Biometric Voter Registration using the National ID Card</b></p> <p><b>Objective 3: To undertake legislative reform of the Electoral System</b></p> <p><b>Objective 4: To increase Civil Engagement through public voter information and awareness</b></p> <p><b>Objective 5: To improve service delivery and organisational compliance through an inclusive policy, legislative, planning, budget, SOPs/Procedures Manuals, restructure implementation, decentralisation, ICT, revenue generation &amp; reporting framework</b></p>				
<b>Activity</b>	<b>MIEB: VANUATU ELECTORAL OFFICE (VEO)</b>				
<b>Objective</b>	<b>Objective 1: To conduct efficient elections with validated Electoral Roll and improved election procedures;</b>				
<b>Outcome</b>	<b>Efficient elections with validated Electoral Roll and improved election procedures</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
1.1 Validated Electoral Roll		1.1.1 Electoral Roll x 1 Updated and validated (with improved numbers/data reported in VEO contribution to MoIA Annual Report) with ID cards for eligible voters 18 years and over by updating and validating the Electoral Roll using National ID Card and CRVS data	PEO (VEO) Commissioner (VEC) Director CRVS	2022- 2026	Electoral Roll validated through National ID Cards
		1.2 Supervise and coordinate National, Provincial and Municipal & By-Elections elections by consolidating operational planning within the VEO administration, including procurement and logistics, to deliver efficient, equitable, inclusive and timely elections;	PEO, VEO	2022- 2026	SOP in place and followed
		1.3 Allocate polling stations to all eligible voters according to their place of residence	PEO, VEO	2022- 2026	Validated Electoral Roll up-dated regularly
		1.4 Improve number of polling stations to enable inclusive, equitable access by splitting "mega stations" and new polling stations established;	PEO, VEO	2022- 2026	Validated Electoral Roll with new Polling Stations
<b>Objective</b>	<b>Objective 2: To establish efficient, and improved voter registration by utilising a Biometric Voter Registration using the National ID Card</b>				

Outcome	Validated Electoral Roll up-dated continuously with National ID Card				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1 Voters with National ID cards and registration on Vanuatu Electoral System (VES)		2.1.1 Increased issuance of biometric National ID Cards tracked & reported with Quarterly Report x 4	PEO (VEO)	2022- 2026	Using validatable biometric National ID Card will correct flawed Electoral Roll
		2.1.2 Integrated Data Base x1 Continued work in the VEC, VEO digital archiving process with increasing ICT capacity and database development and maintenance skills within the office;	PEO; Director CRVS	2022- 2026	Up-to-date entry on <i>RegisterViz</i> of validated biometric ID Cards
Objective	Objective 3: To undertake legislative reform of the Electoral System				
Outcome	Transparent and compliant elections according to new legislative reform				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1 Legislative reform to the existing electoral environment legal framework		3.1.1 Review revise and present to Parliament by working with the State Law Office to make proposals for regulation	DG, PEO, SLO & VEO Working Group	2022- 2026	Working Group meets regularly with Technical Assistance to draft Bills for Parliament
		3.1.2 Bills x 4 workshopped, drafted & presented to stakeholders & Parliament	DG, PEO, SLO& VEO Working Group	2022 - 2026	Working Group meets regularly with Technical Assistance to draft Bills for Parliament to lighten SLOs heavy drafting load
Objective	Objective 4: To increase Civil Engagement through public voter information and awareness				
Outcome	Transparent elections and improved voter engagement/turnout data				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
4.1 Public voter information and awareness and increase civil engagement in the electoral process		4.1.1 Awareness campaigns for voter engagement (Media, Facebook Web Site, Posters, Civic Education in schools) reflected in VEO contribution to MoIA Annual Report (x1) detailing # of awareness campaigns & types of publicity undertaken	PEO, VEO; Outreach Officer VEO; Web Site Officer VEO	2022 - 2026	Work Schedules for VEO Officers design regular programs Budget is secured to deliver programs
		4.1.2 Web Site for VEO up-to-date with information for voters and candidates			Up to date Web Site reduces risk of lack of voter awareness
		4.1.3 Civic Education materials developed & distributed			Materials in schools create new voter knowledge of rights and responsibilities

<b>Objective</b>	<b>Objective 5: To improve service delivery and organisational compliance through an inclusive policy, legislative, planning, budget, SOPs/Procedures Manuals, restructure implementation, decentralisation, ICT, revenue generation &amp; reporting framework</b>			
<b>Outcome</b>	<b>Improved framework for service delivery and operations for transparent elections</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
5.1 Implementation of VEO restructures to improve decentralised service delivery, especially in the provinces	5.1.1 Restructure submitted	PEO, VEO; OPSC	Q1 2022	Undertake consultation with PIU to support approval process through PSC
	5.1.2 Job Descriptions provide KRA & KPIs for PMR processes	PEO, VEO; OPSC	Q1 2022	With sound KRAs & KPIs, PMRs will provide meaningful assessment of officer's performance
5.2 Staff levels, including electoral provincial officers	5.2.1 Implement decentralised restructure with 6 Assistant Registrars appointed	PEO, VEO; OPSC	2022	Provide budget for Financial Visas in Business Plans to implement restructure
	5.2.2 NPP developed for new staff to MBC	PEO; FM CSU	2022	Secure recurrent NPP for increased staff salaries
5.3 Implementation of Plans developed for VEO Policies	5.3.1 Implementation Plan developed for VEO Policy as basis for NPPs/MBC Submission	PEO M&E Officer (CSU, MoIA)	2022	SOPs assist with transparent election procedures
5.4 Procedures Manual/s	5.4.1 Procedure Manual (name one) implemented with training	PEO Deputy PEO	2022	Implementation improves VEO performance outcomes
5.5 Revenue Collection	5.5.1 Revenue tracked & reported in Annual Report	PEO M&E Officer (CSU, MoIA)	2022- 2026	Revenue Collection supports increased budget for VEO
5.6 GoV Planning & Reporting Cycle compliance	5.6.1 planning, reporting & budgets delivered on time as required by GoV planning cycle with 100% compliance with GoV's Planning & Reporting Cycle	PEO M&E Officer (CSU, MoIA)	2022- 2026	Work Schedules for VEO Officers design regular planning & reports
5.7 Administration of PMR (appraisals)	5.7.1 PMRs conducted on time with annual Work Schedule for each officer	PEO Deputy PEO	2022- 2026	Work Plans against KPIs & Business Plan improves VEO Outcomes
5.8 Training to improve VEO staff skills	5.8.1 Budgeted Training Plan developed on basis of PMR training needs	PEO	2022- 2026	Officers with right skills deliver VEO performance results
5.9 VEO Budget Submission	5.9.1 Fully costed MBC Submission developed with NPPs based on policy & planning	PEO; Deputy PEO; FM (CSU)	2022- 2026	Successful MBC Submission provides resources for VEO objectives & activities
	5.9.1 Recurrent NPP developed for rolling Election Budget based on Electoral Cycle	PEO; Deputy PEO; FM (CSU)	2022- 2024	Successful MBC Submission provides resources for approved Electoral Cycle
	5.9.3 Supplementary Budget Submission developed if needed	PEO; Deputy PEO; FM (CSU)	2022- 2026	Supplementary Submission provides resources for emerging needs



MIEB: CONDUCT OF ELECTIONS					
VANUATU ELECTORAL COMMISSION					
Strategic Objective	To oversee policy development & implementation of registration of eligible electors and conduct of all elections specified by the Constitution of Vanuatu and by the Act of Parliament Cap 146				
NSDP Policy Objectives & Targets	SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase) SOC 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu (SOC 6.1: 50% Reduce, 50% Increase, SOC 6.3, SOC 6.4: 100%) ECO 1: A stable and prosperous economy, encouraging investment and providing economic opportunities for all members of society throughout Vanuatu (ECO 1.2: 30% Increase) ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)				
Ministry Policy	Decentralisation Policy				
Program	MIE: Electoral Office				
VEC Objectives	Objective 1: VEC to drive policy development & implementation of registration of eligible electors and conduct of all elections specified by the Constitution of Vanuatu and by the Act of Parliament Cap 146 Objective 2: To lead development of legislative framework for electoral system Objective 3: To provide electoral dispute resolution through Election Disputes & court appearances Objective 4: To undertake consultation for reform and delivery of an efficient, reliable, equitable & inclusive electoral system for Vanuatu Objective 5: Undertake restructure to improve VEC service delivery.				
Activity	MIEB: Conduct of Elections				
Objective	Objective 1: VEC to drive policy development & implementation of registration of eligible electors and conduct of all elections specified by the Constitution of Vanuatu and by the Act of Parliament Cap 146				
Outcome	Evidence of commitment to promote compliant and fair elections in Vanuatu				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1 Policy development & implementation		1.1.1 Regular VEC Commission meetings x 4 with Minutes on improvements to policy	VEC Chair	2022- 2026	Budget and administrative support sufficient for VEC functions
Objective	Objective 2: To lead development of legislative framework for electoral system				
Outcome	Evidence of efforts to support fair equitable elections				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1 Electoral sector stakeholder meetings to review and revise legislation & Regulations.		2.1.1 Commission organises meetings with stakeholders to review policy, new Bills and Regulation revision	VEC Chair	2022- 2026	Regular meetings progress drafting of policy, new Bills and Regulation revision

Objective	Objective 3: To provide electoral dispute resolution through Election Disputes & court appearances				
Outcome	Electoral disputes resolved for compliance with electoral outcomes and rule of law				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1 Electoral disputes		3.1.1 Record of Electoral Disputes reviewed and resolved in VEC Minutes	VEC Chair; PEO as Minute Taker	2022- 2026	Meet at least 4 times a year with accurate minutes reflecting deliberations
Objective	Objective 4: To undertake consultation for reform and delivery of an efficient, reliable, equitable & inclusive electoral system for Vanuatu				
Outcome	An efficient, reliable, equitable & inclusive electoral system for Vanuatu				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
4.1 Awareness meetings on electoral issues & reforms		4.1.1 Annual Report contribution provides details of meetings held, location, topic and recommendations arising on electoral issues & reforms	VEC Chair	2022- 2026	Public awareness of electoral processes mitigates electoral fraud
Objective	Objective 5: Undertake restructure to improve VEC service delivery.				
Outcome	Independent, well-staffed and resourced VEC able to oversee equitable, transparent elections				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
5.1 VEC Restructure		5.1.1 Restructure submitted to Minister for endorsement	VEC Chair, Minister, SLO	2022	Independent, well-staffed and resourced VEC oversees more equitable, transparent elections
		5.1.2 VEC Restructure implemented with NPP for additional staffing costs	VEC Chair PSC	2022	Independent, well-staffed and resourced VEC oversees more equitable, transparent elections
ACTIVITY MIED: CIVIL REGISTRY					
CIVIL REGISTRY & VITAL STATISTICS					
Strategic Objective	To provide legal identity and vital statistics through Identity Management for all				
NSDP Policy Objectives & Targets	SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase) SOC 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu (SOC 6.1: 50% Reduce, 50% Increase, SOC 6.3, SOC 6.4: 100%) ECO 1: A stable and prosperous economy, encouraging investment and providing economic opportunities for all members of society throughout Vanuatu (ECO 1.2: 30% Increase)				

	ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity ( <i>ECO 3.6: 30% increase</i> )				
Ministry Policy	Decentralisation Policy, CRVS Policy, National ID Policy, Data Protection & Privacy Policy				
Program	MIED: CIVIL REGISTRY				
CRVS Objectives	<p>Objective 1: Improve coverage for registration of vital events such as births, deaths, adoption, marriages &amp; name change</p> <p>Objective 2: Establish and maintain Central Registry (Register VIZ data base) and Population Registry;</p> <p>Objective 3: Improve coverage for issuance of National Identity Cards;</p> <p>Objective 4: Regulate and develop policies, legislation and strategies related to registration of CRVS and National ID</p> <p>Objective 5: Improve service delivery and organisational compliance through an inclusive policy, legislative, planning, reporting, budget, restructure, capacity building, awareness, ICT, decentralisation &amp; revenue generation framework.</p>				
Activity	MIED: Civil Registry				
Objective	Objective 1: Improve coverage for registration of vital events such as births, deaths, adoption, marriages & name change				
Outcome	Vital events are captured on integrated data bases for evidence based decision making				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1 Registration of vital events		1.1.1 Data based analysis in Quarterly Reports x 4 (child & gender disaggregated) on vital events (births, deaths, adoption, marriages & name change);	Registrar General	2022- 2026	Provincial officers & Area Councils officers are trained to enter data on tablets to ensure accurate, verifiable statistics
		1.1.2 Area Secretaries with access to integrated data base (15 more per annum)	Registrar General	2022- 2026	Area Councils officers are trained to enter data on tablets to ensure accurate, verifiable statistics
Objective	Objective 2: Establish and maintain Central Registry (Register VIZ data base) and Population Registry;				
Outcome	National data related to vital events is “in-time,” verifiable and available for planning and reporting				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1 Central Registry (integrated database)		2.1.1 Central Registry (CR) is Developed and established and Integrated with Electoral database (VES) to registration centres to improve decentralized registration coverage;	Registrar General, CRVS Partners (Electoral, Immigration, OGCI, VNSO, Health, UNDP)	2021-2022	Data Protection and Privacy Policy and legal framework established to minimize risk of Identity fraud and ensure client trust in CR.
		2.1.2 Area Secretaries with access to integrated data base(15 more per annum)	Registrar General, Area Secretaries, Provincial Government	2022- 2026	Area Council officers are trained to enter data on tablets to ensure accurate, verifiable statistics
		2.1.3 Budget is allocated annually to Cost Centre for operations and production of ID Cards	Registrar General, FM (CSU)	2022- 2026	CRVS Business Plan must budget for system costs to improve sustainable outcomes for <i>RegisterViz</i> investment

2.2 Population Registry		2.2.1 Population Registry (PR) is developed and established to provide interoperability with key stakeholders to improve decentralized services and maximise use of Identity data access..	Registrar General, CRVS Partners (Electoral, Immigration, OGCI, VNSO, Health, UNDP)	2021-2026	Data Protection and Privacy Policy and legal framework established to minimize risk of Identity fraud and ensure client trust in PR.
<b>Objective</b>	<b>Objective 3: Improve coverage for issuance of National Identity Cards;</b>				
<b>Outcome</b>	<b>Improved National Identity Management</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
3.1 Issuance of National ID Cards		3.1.1 Report on improved numbers of ID Cards issued (child & gender disaggregated) in Quarterly Reports x 4	Registrar General,	2022- 2026	Budget must be provided annually through a Recurrent NPP and dedicated CRVS Cost Centre for ID Card system operational costs ie film card stock, photocopier expenses, laminator
		3.1.2 ID Cards used for verifiable electoral roll, health & education sector planning as well as Disaster preparation, response & recovery	Registrar General,	2022- 2026	ID Cards reduce risk of identity theft, duplication of funding and improves resources utilisation
<b>Objective</b>	<b>Objective 4: Regulate and develop policies, legislation and strategies related to registration of CRVS and National ID</b>				
<b>Outcome</b>	<b>Improved framework related to CRVS and National ID Card</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
4.1 Policies, strategies and legislative framework		4.1.1 Bills related to CRVS and National ID Card developed and consulted (Adoption, Marriage and Data Protection & Privacy) x 3 Bills progressed, reviewed, drafted	Registrar General, Legal Framework Working Group, SLO	2022- 2026	Regular meetings of Working Group progresses policy, legislation Bills and Regs reviews
		4.1.2 Policy developed as basis for DCO/COM Papers with Implementation Plan & budget costs requests (CRVS Policy, National ID Policy, Data Protection & Privacy Policy, etc.).	Registrar General, Policy Officer (CSU), CRVS Partners	2022- 2026	Secure political support for policy & associated budget for implementation
<b>Objective</b>	<b>Objective 5: Improve service delivery and organisational compliance through an inclusive policy, legislative, planning, reporting, budget, restructure, capacity building, awareness, ICT, decentralisation &amp; revenue generation framework.</b>				
<b>Outcome</b>	<b>Evidence of decentralised service delivery through implementation of provincial focussed restructure &amp; data collection, planning &amp; policy</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>

5.1 Service delivery, planning, reporting and organisational compliance	5.1.1 Restructure with costed Implementation Plan submitted to OPSC and implemented	Registrar General, FM (CSU), HRM (CSU) OPSC	2022 - 2026	Secure PSC support through consultation and Ministry engagement
	5.1.2 Business Plans details salary & operations budget as per Restructure Submission Implementation Plan	Registrar General, HRM (CSU) OPSC	2022 - 2026	Business Plans annually must include forecast cost as per Restructure Implementation Plan
	5.1.3 Strengthened and improved revenue collection by introducing new revenue initiatives tracked in Annual Report	Registrar General, M&E Officer (CSU), CRVS Partners	2022 - 2026	Ensure accurate forecasts and reporting based on CRVS SOPs/Operations Manual
	5.1.4 CRVS Standard Operational Procedures (SOP) / Administrative and Operations Manual tracked in Annual Report	Registrar General,		
	5.1.5 New legislation developed initiatives introduced through Policy Paper to Minister and changes to Regulations	Registrar General, FM (CSU), Compliance Manager (CSU) Working Group	2022	Regular meetings of Working Group progresses policy, legislation Bills and Regs reviews
	5.1.6 All Reports and MBC Submission on time with 100% compliance as per GoV Reporting Cycle	Registrar General, EO & M&E Officer (CSU)	2022 - 2026	Systems established for reporting as per GoV Reporting Cycle
	5.1.7 Budget and business planning undertaken on time	Registrar General, FM (CSU),	2022 - 2026	Systems established for reporting as per GoV Finance Cycle

## ACTIVITY MIEG: LAND TRANSPORT AUTHORITY

### VANUATU LAND TRANSPORT AUTHORITY

<b>Strategic Objective</b>	To control the operation and management of public land transport in Vanuatu as per Section 5 of the Public Land Transport Act No 4 of 2015.
<b>NSDP Policy Objectives &amp; Targets</b>	<p><b>SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase)</b></p> <p><b>SOC 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu (SOC 6.1: 50% Reduce, 50% Increase, SOC 6.3, SOC 6.4: 100%)</b></p> <p><b>ECO 1: A stable and prosperous economy, encouraging investment and providing economic opportunities for all members of society throughout Vanuatu (ECO 1.2: 30% Increase)</b></p> <p><b>ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)</b></p>
<b>Ministry Policy</b>	Decentralisation
<b>Program</b>	MIEG: LAND TRANSPORT AUTHORITY

VLTA Objectives	Objective 1: Harmonise the legislative and policy framework and systems of the Land Transport Authority of land transport to establish ICT based operations & management of land transport in Vanuatu Objective 2. Establish an integrated ICT based licencing system (drivers' licences, vehicle permits & PLTA Drivers' Permits) Objective 3 Enforce compliance to the Act and Ministerial Orders, contributing to safety of land transport and revenue generation; Objective 4: Review and introduce a fee framework for metered transport operations Objective 5. Undertake coordinated training & awareness programs to improve understanding and compliance to the Act & Ministerial Orders Objective 6: Develop and enforce standards to be met by vehicle owners, operators and drivers; Objective 7: Improve service delivery and organisational compliance through an inclusive policy, legislative, planning, budget, reporting framework, restructure & revenue generation.				
Activity	ACTIVITY MIEG: LAND TRANSPORT AUTHORITY				
Objective	Objective 1: Harmonise the legislative and policy framework and systems of the Land Transport Authority of land transport to establish ICT based operations & management of land transport in Vanuatu;				
Outcome	Evidence of ICT based operations & management of land transport in Vanuatu improving governance, revenue and services delivery				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1 Legislation and policy review		1.1.1 Draft Policy and undertake consultation on establishment of Land Transport Authority to strengthen operations of the Authority (not <i>Public</i> Land Transport Authority) with 1 DCO/COM Paper	CEO of the Vanuatu Land Transport Authority	2022	Community consultation with stakeholders
Objective	Objective 2. Establish an integrated ICT based licencing system (drivers' licences, vehicle permits & PLTA Drivers' Permits)				
Outcome	Evidence of integrated ICT based licensing system				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1 Data base		2.1.1 Data Base is developed, trialled & implemented to improve compliance and revenue streams	CEO of the VLTA & contracted ITC TA	2022 - 2026	Budget forecast in Business Plan with NPP developed
Objective	Objective 3 Enforce compliance to the Act and Ministerial Orders, contributing to safety of land transport and revenue generation;				
Outcome	Improved safety of land transport and revenue generation				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1 Workshops with sector stakeholders		Workshop/s Outcomes Report x 6 to agree on LTA Mandate	CEO of the Vanuatu Land Transport Authority	2022 - 2026	Ensure budget for provincial workshops is allocated within Business Plan
Objective	Objective 4: Review and introduce a fee framework for metered transport operations				
Outcome	Land Transport enforcement procedures for metred fee system				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures



4.1 Review of fee and levy framework for a metred transport system;	4.2 Fee levy & structure for use of meter system enacted into Regs	CEO of the Vanuatu Land Transport Authority	2022 - 2026	Consultation & “buy in” from stakeholders supports meter system
<b>Objective</b>	<b>Objective 5. Undertake coordinated training &amp; awareness programs to improve understanding and compliance to the Act &amp; Ministerial Orders</b>			
<b>Outcome</b>	<b>Increased understanding &amp; compliance of the Act and Ministerial Orders</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
5.1 Training programs in the provinces	5.1.1 Training Workshops on legislation, fees & standards in provinces Workshop/s Outcomes Report x 6 to improve awareness of compliance, operations & fees	CEO of the Vanuatu Land Transport Authority	2022 - 2026	Ensure budget for provincial workshops is allocated within Business Plan
	5.1.2 Develop a Paper for State Law Office on Land Transport Standards	CEO of the Vanuatu Land Transport Authority, SLO	2022 - 2026	Adequate consultation with stakeholders & SLO
<b>Objective</b>	<b>Objective 6: Develop and enforce standards to be met by vehicle owners, operators and drivers;</b>			
<b>Outcome</b>	<b>Standards met by vehicle owners, operators and drivers improve safety for public using land transport</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
6.1 Standards Paper	6.1.1 Develop a Paper for State Law Office on Land Transport Standards drafted to be met by vehicle owners, operators and drivers improve safety for public using land transport	CEO of the Vanuatu Land Transport Authority, SLO	2022 - 2026	Adequate consultation with stakeholders & SLO
<b>Objective</b>	<b>Objective 7: Improve service delivery and organisational compliance through an inclusive policy, legislative, planning, budget, reporting framework, restructure &amp; revenue generation.</b>			
<b>Outcome</b>	<b>Evidence of service delivery and organisational compliance</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
7.1 Planning, budget, reporting framework, decentralisation restructure & revenue generation processes	7.1.1 Develop and implement restructure of LTA	CEO of the Vanuatu Land Transport Authority, SLO	2022	Secure PSC support through consultation and Ministry engagement
	7.1.2 Revenue reported in Annual Report	CEO of the Vanuatu Land Transport Authority, SLO	2022 - 2026	Ensure regular revenue data is tracked & recorded
<b>PROGRAM MIG: POLICE SERVICES COMMISSION</b>				
<b>Strategic Objective</b>	<b>To determine appointments, promotions and discipline senior Vanuatu Police Officers and appeals of junior officers and advice to the government through the Minister of Internal Affairs on general status policy and issues of the Vanuatu Police Force</b>			
<b>NSDP Policy Objectives &amp; Targets</b>	<b>SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase)</b>			

	SOC 5: A society where the rule of law is consistently upheld, and access to timely justice is available to everyone (SOC 5.1: 50%, SOC 5.3: 30%, 900 by 2020, 1 per year,)				
Ministry Policy	Decentralisation Policy				
Program	MIG: POLICE SERVICES COMMISSION				
Commission Objectives	Objective 1: Determine appointments and promotions as recommended by the Police Commissioner Objective 2: Oversee disciplinary matters of senior police officers from rank of Inspector to Commissioner and appeal cases of junior officers; Objective 3: Determine the termination and retirement of senior officers; Objective 4: Provide advice to the Government through the Deputy Prime Minister and Minister of Internal Affairs on the general development and status of the Vanuatu Police Force Objective 5: Framework of disciplinary hearings, Commission Meetings, planning, reporting, budgets, policy, legislation, organisational structure is in place for professional service delivery by the Commission.				
Activity	Activity MIGA: Police Service Commission				
Objective	Objective 1: Determine appointments and promotions as recommended by the Police Commissioner				
Outcome	Appointments and promotions as recommended by the Police Commissioner are compliant & transparent to Regulations & processes				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1 Compliant appointments & promotions		1.1.1 Appointments & promotions within the VPF are compliant to the Act and principles of merit	Chair Police Services Commission & Panel	2022 - 2026	Compliant procedures detailed in SOP
		1.1.2 Meetings with Commissioner of Police, the VPF with advice to the Deputy Prime Minister on matters concerning appointments and promotions x 4 minuted meetings annually	Chair Police Services Commission & Panel	2022 - 2026	Meeting minutes circulated and made available as requested (RTI)
Objective	Objective 2: Oversee disciplinary matters of senior police officers from rank of Inspector to Commissioner and appeal cases of junior officers;				
Outcome	Improved and ethical management of disciplinary matters				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1 Suspensions and disciplinary issues		2.1.1 Coordination of timely investigations into allegations against senior VPF Officers; appeals by junior officers with reports x 3 annually on prompt action taken to progress and resolve	Chair Police Services Commission & Panel	2022 - 2026	Compliance to procedures & legislation
Objective	Objective 3: Determine the termination and retirement of senior officers;				
Outcome	Equitable, transparent& compliant management of termination and retirement				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures

3.1 Succession Plans & recommendations		3.1.1 Succession Plans in place x 1 and up-dated regularly on recommendations from the Police Commissioner implemented for retirement and termination of senior officers	Chair Police Services Commission & Panel	2022 - 2026	Compliance to procedures & legislation
<b>Objective</b>	<b>Objective 4: Provide advice to the Government through the Deputy Prime Minister and Minister of Internal Affairs on the general development and status of the Vanuatu Police Force</b>				
<b>Outcome</b>	<b>Government is well-advised and up-to-date on issues</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
4.1 Amendment of related Acts & Regulations		Reports to the Deputy Prime Minister, Director General (MoIA) and/or Minister and/or Police Commissioner with other reports as needed for Drafting Instructions for amendment of related Acts & Regulations through Council Papers, Briefing Notes, Drafting Instructions for	Chair Police Services Commission & Panel	2022 - 2026	Minister and GoV up-dated/informed regularly
<b>Objective</b>	<b>Objective 5: Framework of disciplinary hearings, Commission Meetings, planning, reporting, budgets, policy, legislation, organisational structure is in place for professional service delivery by the Commission.</b>				
<b>Outcome</b>	<b>Professional, compliant &amp; timely service delivery by the Commission</b>				
<b>Key Activities</b>		<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
5.1 Organisational Framework		5.1.1 Commission Hearings budgeted, held and minutes taken to be circulated as needed x 5 annually	Chair Police Services Commission	2022 - 2026	Regular meetings and operations ensure compliant disciplinary hearings & Commission Meetings
		5.1.2 Disciplinary hearings, Commission Meetings, planning, reporting, budgets, policy, legislation, organisational structure reported in Annual Report			, planning, reporting, budgets, policy, legislation, organisational structure is in place for professional service delivery
		5.1.3 Reports on VPF, Commission restructure & GRT issues x 3 annually	Chair Police Services Commission	2022 - 2026	Regular meetings and operations ensure professional service delivery
<b>PROGRAM CDA: PRESERVATION OF VANUATU CUSTOMS, CULTURE AND LANGUAGE</b>					
<b>MALVATUMAUARI COUNCIL OF CHIEFS</b>					
<b>Strategic Objective</b>	<b>To preserve and promote the culture and languages of Vanuatu by supporting, facilitating and encouraging customary systems and governance systems and practices throughout Vanuatu to uphold custom and tradition in all areas of life</b>				
<b>NSDP Policy Objectives &amp; Targets</b>	<b>SOC 1: A Nation based on traditional governance and Christian principles, which underpin our culture and continue to bestow life skills and knowledge to future generations (SOC1.1: 50% Increase, SOC 1.2, SOC 1.3: 30% Increase, SOC1.4: 100%)</b>				
<b>Ministry Policy</b>	<b>Decentralisation Policy</b>				

<b>Program</b>	<b>PROGRAM CDA: PRESERVATION OF VANUATU CUSTOMS, CULTURE AND LANGUAGE</b>				
<b>Malvatumauri CSU Objectives</b>	<b>Objective 1: Strengthening of Custom Governance to ensure that all custom governance programs including registration, mapping, data collection for all custom authorities in the Republic of Vanuatu are finalised and linked to the formal governance system and legislation</b> <b>Objective 2: Strengthen administration to ensure that the administration of Malvatumauri is effective and provides sound advice to the Council of Chiefs</b> <b>Objective 3: To strengthen office capacity at national Island Council Area Council and Village level to ensure smooth collaboration understanding and implementation of the National Priority Action Plan</b> <b>Objective 4: to provide collective advisory roles to the Council members and the Council</b>				
<b>Activity</b>	<b>CDA1: Administration of the National Council of Chiefs</b>				
<b>Objective</b>	<b>Objective 1: Strengthening of Custom Governance to ensure that all custom governance programs including registration, mapping, data collection for all custom authorities in the Republic of Vanuatu are finalised and linked to the formal governance system and legislation</b>				
<b>Outcome</b>	<b>Evidence of custom governance programs linked to the formal governance system</b>				
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>	
1.1 Registration of council members	1.1.1 Members registered and captured on Data Base of councils in accordance to Institutional Structure	CEO Malvatumauri	2022 - 2026	Up-to-date Data Base provides accurate membership records for improved organisational and compliance outcomes	
1.2. Identification of customary boundaries and chiefly authority's structures and custom laws	1.2.1 Identification of customary boundaries and dispute reduction (19 Resolutions of the Malvatumauri) reported in Q 1 Q 2 Q 3 and Annual Report	CEO Malvatumauri	2022 - 2026	Identification of customary boundaries results in dispute reduction	
1.3 Physical customary mapping and zoning	1.3.1 Physical customary mapping and zoning for betterment of social and economic welfare between chiefs and people in communities	CEO Malvatumauri	2022 - 2026	Physical customary mapping and zoning results in improved social and economic welfare between chiefs and people in communities	
1.4 Implementation of National Chief's Act (No.23 of 2006),	1.4.1 Implementation Plan developed for National Chief's Act (No.23 of 2006	CEO Malvatumauri	2022 - 2026	Implementation Plan provides the opportunity for NPP development for MBC consideration to ensure resources are available	
	1.4.2 Implementation of other related legislation in relation to Chief's Act	CEO Malvatumauri	2022 - 2026	Implementation Plan of other related legislation in relation to Chief's Act progresses operationalisation	
1.5 Implementation of Malvatumauri Council of Chiefs Resolutions & Policies;	1.5.1 DCO/COM Papers developed to progress policy & Resolution implementation	CEO Malvatumauri; Sector Analyst (DSPPAC)	2022 - 2026	DCO/COM Papers formalise Resolutions	
1.6 Cultural policies review	1.6.1 Policy Matrix developed and used in Business Plans for Workshops with Sector Stakeholders and link to other Government Sectors	CEO Malvatumauri	2022 - 2026	Workshops with Sector Stakeholders create "buy in" for policy development & harmonisation	

1.7 Data Management System		1.7.1 Data Management System kept up-to-date and reported x 1 Report annually for registration of Chiefs and other officers.	CEO Malvatumauri	2022 - 2026	Up-to-date Data Management system used for evidenced based decision making reduces risk of litigation & disputes
1.8 Kastom Governance Project		1.8.1 Reports x 4 Quarterly Reports track Project progress as per 19 Resolutions (CC Road Map)	CEO Malvatumauri	2022 - 2026	Kastom Governance Project implemented & reported as per 19 Resolutions (CC Road Map)
1.9 Advocacy & Awareness program		1.9.1 Brochures x 500	CEO Malvatumauri	2022 - 2026	Brochures improve knowledge of Malvatumauri, Island and Area Councils
		1.9.2 Quarterly Reports x 4 track media outreach (TV radio Newspaper)	CEO Malvatumauri	2022 - 2026	TV, radio improves knowledge of Malvatumauri, Island and Area Councils
Objective	Objective 2: Strengthen administration to ensure that the administration of Malvatumauri is effective and provides sound advice to the Council of Chiefs				
Outcome	Effective and efficient administration of Malvatumauri				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1 Chief's training		2.1 Training workshops for Chiefs reported in Annual Report (Location, attendees, topics & outcomes) through Staff Development Plan x 1 implemented & reported in Annual Report	CEO Malvatumauri	2022 - 2026	Training improves capacity of Chiefs for customary and formal legislative compliance
		2.1.1 Annual Report on 500 Chiefs trained	CEO Malvatumauri	2022 - 2026	Training improves capacity of Chiefs for customary and formal legislative compliance
2.2 Administrative support to Head Office		2.2 Administrative support improves efficiency and use of resources (financial & budget)	CEO Malvatumauri	2022 - 2026	Administrative support improves efficiency and use of resources (financial & budget)
2.3 Implementation of organisational structure		2.3 Organisational Structure implemented as per Implementation Plan x 1 in approved Restructure Submission	CEO Malvatumauri & SLO (Official Salaries Act)		Organisational Structure implemented as per Implementation Plan results in adequate levels of skilled staff
2.4 Infrastructure capacity in levels of customary structure		2.4 Malvatumauri offices are well maintained with budget allocated in Business Plans	CEO Malvatumauri	2022 - 2026	Office space is safe and compliant with Building Codes for professional office operations
Objective	Objective 3: To strengthen office capacity at national Island Council Area Council and Village level to ensure smooth collaboration understanding and implementation of the National Priority Action Plan				
Outcome	Evidence of National Island Council Area Council and Village Councils being strengthened				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1 National Council Sitings		3.1.1 National Council Sitings are held & Minuted	CEO Malvatumauri	2022 - 2026	Meetings held & minuted ensures compliant operation of Council

3.2 Staff capacity	3.2.1 Training Plan developed and budgeted in Business Plan/s	CEO Malvatumauri	2022 - 2026	Skilled staff deliver operations of Malvatumauri effectively and professionally
3.3 Area, Village and Nakamal Council of Chiefs strengthened	3.3.1 Training & Workshops Plan for Area, Village and Nakamal Council of Chiefs developed and budgeted in Business Plan/s	CEO Malvatumauri	2022 - 2026	Training for Area, Village and Nakamal Council of Chiefs ensures compliant & culturally appropriate operations
3.4 Establishment of Area Councils	3.4.1 Area Councils x 12 set up	CEO Malvatumauri +DLA	2022 - 2026	Establishment of Area Councils improves administration
	3.4.2 Election Reports by 60	CEO Malvatumauri	2022 - 2026	Election Reports improve transparency of elections
	3.4.3 Administration of Set Up of Island Council of Chiefs x 6 Reports	CEO Malvatumauri	2022 - 2026	Administration Reports improve transparency of Island Council use of funds
3.5 Administration of Island and Area Council of Chiefs strengthening	3.5.1 Administration of Island and Area Council of Chiefs supported by Procedures Manual or SOPs	CEO Malvatumauri	2022 - 2026	Procedures Manual or SOPs improve compliant & effective administration
<b>Objective</b>	<b>Objective 4: to provide collective advisory roles to the Council members and the Council</b>			
<b>Outcome</b>	<b>Council members and the Council provided with sound advice, improving operations &amp; organisational outcomes</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
4.1 Sound advice	4.1.1 Briefing papers, data and information provided to Council	CEO Malvatumauri	2022 - 2026	Well researched and evidence based advice improves decision making outcomes
	4.1.2 Council Sitting minuted	CEO Malvatumauri	2022 - 2026	Minutes improve transparency
<b>ACTIVITY CDA2: FUNDS FOR ISLAND COUNCIL OF CHIEFS</b>				
<b>Strategic Objective</b>	<b>To ensure funds are used for the operation of the Island and Urban Council of Chiefs in relation to the national and island objectives &amp; work plans.</b>			
<b>NSDP Policy Objectives &amp; Targets</b>	<b>SOC 1: A Nation based on traditional governance and Christian principles, which underpin our culture and continue to bestow life skills and knowledge to future generations (SOC1.1: 50% Increase, SOC 1.2, SOC 1.3: 30% Increase, SOC1.4: 100%)</b>			
<b>Ministry Policy</b>	<b>Decentralisation Policy</b>			
<b>Program</b>	<b>PROGRAM CDA: PRESERVATION OF VANUATU CUSTOMS, CULTURE AND LANGUAGE</b>			
<b>Council Objectives</b>	<b>Objective 1: To ensure funds are to be used for the operation of the Island and Urban Council of Chiefs in relation to the national and island objectives &amp; work plans</b>			
<b>Activity</b>	<b>CDA2: Funds for Island Council of Chiefs</b>			
<b>Objective</b>	<b>.Objective 1: None of the money is to be used as salary or sitting fees but mainly used for logistics to conduct meetings and shall be limited to</b> <ul style="list-style-type: none"> <li><b>Transportation</b></li> </ul>			



	<ul style="list-style-type: none"><li>• Stationery</li><li>• Communications</li></ul>				
Outcome	Evidence of operations being compliant with funds used as planned				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1 Facilitation of the funds transfer		1.1.1 Funds transferred accurately with Monthly Report x 12 tracks compliant process into each Island and Urban Council of Chiefs Accounts at beginning of each financial year	CEO Malvatumauri	2022 - 2026	Monthly Report on deposits mitigates risk of misuse and fraud
1.2 Reports of funds use		1.2.1 Quarterly Reports x 4 demonstrate accurate timely funds use	CEO Malvatumauri	2022 - 2026	100% compliance with PFEM Act
1.3 Funds Acquittal Report to Office of the Malvatumauri		1.3.1 Acquittals to Office are 100% compliant to PFEM act requirements	CEO Malvatumauri	2022 - 2026	100% compliance with PFEM Act
		1.3.2 Official ceremonies held, reported and acquitted x 30	CEO Malvatumauri	2022 - 2026	Official ceremonies held, reported and acquitted are compliant
CDA3: MALVATUMAURI MEMBER’S ALLOWANCE					
Strategic Objective	To ensure Malvatumauri Members Allowances or Responsibility Allowances are in accordance with the GRT Determination				
NSDP Policy Objectives & Targets	SOC 1: A Nation based on traditional governance and Christian principles, which underpin our culture and continue to bestow life skills and knowledge to future generations (SOC1.1: 50% Increase, SOC 1.2, SOC 1.3: 30% Increase, SOC1.4: 100%)				
Ministry Policy	Decentralisation Policy				
Council Objectives	Objective 1: The Malvatumauri Members Allowances or Responsibility Allowances are in accordance with the GRT Determination and came into effect 1 <sup>st</sup> January 2018				
Activity	CDA3 Malvatumauri Member’s Allowance				
Objective	Objective 1: The Malvatumauri Members Allowances or Responsibility Allowances are in accordance with the GRT Determination and came into effect 1 <sup>st</sup> January 2018				
Outcome	Payments are on time and procedurally compliant				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1 Malvatumauri Members Allowances		1.1.1 Funds transferred accurately with Monthly Report x 12 show Members Allowances or Responsibility Allowances are in accordance with the GRT Determination	CEO Malvatumauri	2022 - 2026	Monthly Report on deposits mitigates risk of misuse and fraud
1.2.1 National, Island and Urban Council Objectives		1.2.1 Annual Report x 1 demonstrates roles & responsibilities compliance through achievement of National, Island and Urban Council Objectives	CEO Malvatumauri	2022 - 2026	Report identifies risks and opportunities for improved performance

ACTIVITY MFID: VANUATU CULTURAL CENTRE				
Strategic Objective	To provide for the preservation, protection and development of various aspects of the rich cultural heritage of Vanuatu, for the provision of public libraries and for the preservation of public records and archives			
NSDP Policy Objectives & Targets	SOC 1: A Nation based on traditional governance and Christian principles, which underpin our culture and continue to bestow life skills and knowledge to future generations (SOC1.1: 50% Increase, SOC 1.2, SOC 1.3: 30% Increase, SOC1.4: 100%)			
Ministry Policy	National Collection Policy; Vanuatu Cultural Council Act Cap 186; Deposit of Books Act (Cap 88); National Archives Act (Cap 216)			
Program	MFID: VANUATU CULTURAL CENTRE			
VCC Objectives	<p>Objective 1: To provide for the preservation, protection and development of various aspects of the rich cultural heritage of Vanuatu, for the provision of public libraries and for the preservation of public records and archives</p> <p>Objective 2: To run and administer the following national institutions and their activities</p> <ul style="list-style-type: none"> <li>a. The National Museum</li> <li>b. The National Library (Including Port Vila Public Library)</li> <li>c. The National Film, Sound and Photo Archive</li> <li>d. The National Heritage Registry;</li> </ul> <p>Overall management of the cultural heritage of the country and conferences;</p>			
Activity	Activity MFID Vanuatu Cultural Centre			
Objective	Objective 1: To provide for the preservation, protection and development of various aspects of the rich cultural heritage of Vanuatu, for the provision of public libraries and for the preservation of public records and archives			
Outcome	Evidence of preservation, protection and development of various aspects of the rich cultural heritage of Vanuatu			
Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1 National cultural policy	1.1.1 National Cultural Policy x 1 developed	Director & Council	2022	Policy provides a framework for the activities of the Cultural Centre
	1.1.2 Implementation Plan costed and supported by NPPs for funding	Director	2022	Implementation Plan provides the basis for funding request to Ministerial Budget Committee (MBC)
1.2 Organisation of festivals, workshops and conferences	1.2.1 National and international cultural and arts festivals, workshops and conferences held and reported in Q1, Q2, Q 3 and Annual Report x 1	Director	2022 - 2026	Sound planning results on well delivered cultural and arts festivals, workshops and conferences with transparent use of public funds
1.3 Sponsoring and coordination of programs cultural research programs	1.3.1 Cultural research in the country under the provisions of the Vanuatu Cultural Research Policy is reported in a table (topic, sponsoring agency, researcher/s) in Annual Report x 1	Director	2022 - 2026	Intellectual & Cultural Copyright is protected by rigorous approval and review processes
1.4 Identification, survey and protection of sites of cultural and historic significance	1.4.1 Survey Reports in Annual Report x 1	Director	2022 - 2026	Up-to-date surveys provide tracking & management framework to protect sites and for funding preservation applications

1.5 register of the sites of cultural and historic significance	1.5.1 Register of sites with identification, survey and protection of 50 sites of cultural and historic significance	Director	2022 - 2026	Up-to-date register provides tracking & management framework to protect sites and for funding preservation applications
1.6 Identification and repatriation of cultural heritage collections held overseas, including obtaining copies of early photographs and films	1.6.1 Tracking table established to progress repatriation of culturally significant collections & items	Director	2022 - 2026	Tracking table provides a prioritisation framework
<b>Objective</b>	<b>2 To run and administer the following national institutions and their activities</b> <b>e. The National Museum</b> <b>f. The National Library (Including Port Vila Public Library)</b> <b>g. The National Film, Sound and Photo Archive</b> <b>h. The National Heritage Registry;</b> <b>i. Overall management of the cultural heritage of the country and conferences;</b>			
<b>Outcome</b>	Museum, Library, National Film, Sound and Photo Archive & cultural heritage of the country and conferences managed transparently efficiently and effectively			
Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1 Museum Curation:	2.1.1 Collection, preservation of rare and important pieces of material culture for storage and display in the National Museum	Director & Museum management team	2022-2026	Curation ensures rare and important pieces of material culture are protected and displayed to improve awareness of rich history
	2.1.2 Provision of National Museum Services to 3,600 clients			
2.2 Library Services	2.2.1 Provision of National Library Services to 7,500 clients	Director + National Librarian	2022-2026	Role as the national book depository mitigates against loss of books
	2.2.2 Provision of Public Library Services to 10,000 clients	Director	2022-2026	Provision of national library services creates awareness and access by public and researchers enhancing Centres reputation and potential funding flows
2.3 Library Collection:	2.3.1 Collection & preservation of 2,000 items of all literature written about Vanuatu in the "Vanuatu Collection" of the National Library;	Director + National Librarian; Archives staff	2022-2026	Collection & preservation of 2,000 items of literature written about Vanuatu mitigates against loss
2.4 Film Sound & Archives:	2.4.1 Provision of video recording services to record miscellaneous events at the request of the government and/or public			
	2.4.2 Recording, documentation and preservation of 240 hours of the history and traditions of the country on video tape	Director and Film archivist	2022-2026	Recording, documentation and preservation of 240 hours of the history and traditions of the country on video tape mitigates against loss

2.5 Identification and repatriation of cultural heritage collections	2.5.1 Copies of early photographs and films are regained through a repatriation program reported in Annual Report x 1 of identification and repatriation of cultural heritage collections held overseas, including obtaining copies of early photographs and films	Director and Film archivist	2022-2026	Repatriation program progresses return to Vanuatu of cultural heritage collections held overseas
2.6 National Heritage Register:	2.6.1 National Heritage Register x 1 is up-to-date	Director	2022-2026	An up-to-date National Heritage Register tracks loss or threats to buildings & sites for mitigation and legal action if needed, as well as providing evidenced based rationale for preservation funding
2.7 Conferences:	2.7.1 Number of national and international workshops and conferences (topic, dates, attendees, Outcomes Report) is reported in Annual Report	Director	2022-2026	National and international workshops and conferences improve visibility of issues related to National Heritage and cultural preservation, attracting funding & revenue streams

### **MFIN: GRANT TO NATIONAL ARCHIVES & NATIONAL LIBRARY**

#### **NATIONAL ARCHIVES**

<b>Strategic Objective</b>	To preserve, protect and develop various aspects of the rich cultural heritage of Vanuatu through preservation of public records in archives
<b>NSDP Policy Objectives &amp; Targets</b>	<b>SOC 1: A Nation based on traditional governance and Christian principles, which underpin our culture and continue to bestow life skills and knowledge to future generations (SOC1.1: 50% Increase, SOC 1.2, SOC 1.3: 30% Increase, SOC1.4: 100%)</b>
<b>Ministry Policy</b>	National Collection Policy; Vanuatu Cultural Council Act Cap 186; Deposit of Books Act (Cap 88); National Archives Act (Cap 216)
<b>Program</b>	<b>MFIN: National Archives</b>
<b>Objectives</b>	<ol style="list-style-type: none"> <li>1. Develop Government and public awareness and encourage the implementation of the National Collection Policy in accordance with the National Archives Act (Cap 216) and as set out in the Guidelines for Vanuatu Archives Procedures (National Akaev, Sept 2010);</li> <li>2. Encourage general awareness of the importance of efficient record keeping and records management for good governance, transparency and accountability through regular (hands on) training and workshops;</li> <li>3. Collect, organise and preserve records of national, cultural, political, social, economic, religious and general historical significance. Records may also be acquired by purchase, commission, bequest, gift, specified loan exchange, field collection and abandonment;</li> <li>4. Place emphasis on acquiring archival records that include official printed material; correspondence, machine readable files; record books, minutes of meetings, committee files; financial records, annual, quarterly and monthly reports; policy and procedures manuals, goals, policies, funding decisions, and general management of major programs, their services and activities and documentation including notes, photographs, written accounts and oral histories, as appropriate</li> </ol>
<b>Activity</b>	<b>MFIN</b>
<b>Objective</b>	<b>Objective 1: Develop Government and public awareness and encourage the implementation of the National Collection Policy in accordance with the National Archives Act (Cap 216) and as set out in the Guidelines for Vanuatu Archives Procedures (National Akaev, Sept 2010);</b>

Outcome	Effective implementation of Archives Act				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1 Awareness programs		1.1.1 NAV staff “hands on” training visits and workshops, archiving x 200	National Archivist	2022-20226	Awareness builds public support for Archives role
Objective	Objective 2: Encourage general awareness of the importance of efficient record keeping and records management for good governance, transparency and accountability through regular (hands on” training and workshops;				
Outcome	Improved stakeholder agency knowledge & skills				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1 Training Workshops for GoV agencies		2.1.1 NAV staff “hands on” training visits and workshops, archiving x 200	National Archivist	2022-20226	Training builds archiving skills across GoV for stronger archiving practices
		2.1.2 Provision of National Archives services to Government bodies; other organisations and the general public (researchers) x 2,000	National Archivist	2022-20226	Services ensure safe archiving of valuable documents
Objective	Objective 3: Collect, organise and preserve records of national, cultural, political, social, economic, religious and general historical significance. Records may also be acquired by purchase, commission, bequest, gift, specified loan exchange, field collection and abandonment;				
Outcome	Records of national, cultural, political, social, economic, religious and general historical significance preserved				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1 National Archives Collections		3.1.1 Establishing and maintaining a computerized database of holdings x 1 Collect, organise and preserve the National Archives Collections in accordance with professional, international archival policies and procedures	National Archivist	2022-20226	Computerise data base assists with security of documents of
		3.1.2 Register of acquisitions to and temporary removals from the Archives x 1	National Archivist	2022-20226	Register of acquisitions and removals tracks & traces documents
		3.1.3 Assistance for Government Ministries and Departments and other bodies at request in sorting and cleaning their archives in preparation for deposit with the National Archives	National Archivist	2022-20226	GoV Departments archives in good order
		3.1.3 National archives processing of public and other records x 500,000 per annum	National Archivist	2022-20226	Safety of records
Objective	Objective 4: Place emphasis on acquiring archival records that include official printed material; correspondence, machine readable files; record books, minutes of meetings, committee files; financial records, annual, quarterly and monthly reports; policy and procedures manuals, goals, policies, funding decisions, and general management of major programs, their services and activities and documentation including notes, photographs, written accounts and oral histories, as appropriate				

<b>Outcome</b>	<b>Important documents are collected and preserved</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
4.1 Acquisition of archival materials	4.1.1 Collection, cataloguing and preservation of books, newspapers, reports and other literary items x 2,500 per annum	National Archivist	2022-20226	Important documents preserved for posterity
<b>MFID: NATIONAL LIBRARY</b>				
<b>Strategic Objective</b>	<b>To preserve, protect and develop various aspects of the rich cultural heritage of Vanuatu through the provision of public libraries</b>			
<b>NSDP Policy Objectives &amp; Targets</b>	<b>SOC 1: A Nation based on traditional governance and Christian principles, which underpin our culture and continue to bestow life skills and knowledge to future generations (SOC1.1: 50% Increase, SOC 1.2, SOC 1.3: 30% Increase, SOC1.4: 100%)</b>			
<b>Ministry Policy</b>	<b>National Collection Policy; Vanuatu Cultural Council Act Cap 186; Deposit of Books Act (Cap 88); National Archives Act (Cap 216)</b>			
<b>Program</b>	<b>MFIN: National Library</b>			
<b>Objectives</b>	<ol style="list-style-type: none"> <li>1. Provide, maintain and develop adequate reading, shelving and storage facilities so that researchers, students, and the general public may gain maximum benefit from the Collections;</li> <li>2. Act as a continuously expanding repository of quality information on Vanuatu and the Pacific region;</li> <li>3. Maintain and develop the Library's database and cataloguing system so that it may eventually be accessible by network to Government Departments and Provincial Headquarters</li> <li>4. Encourage general awareness and observance of the Deposit of Books Act (Cap 88).</li> </ol>			
<b>Activity</b>	<b>MFIN</b>			
<b>Objective</b>	<b>Objective 1. Provide, maintain and develop adequate reading, shelving and storage facilities so that researchers, students, and the general public may gain maximum benefit from the Collections;</b>			
<b>Outcome</b>	<b>Increased access to and usability of the Collections</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
1.1 Facilities	1.1.1 Shelving and storage for researchers and users improves accessibility Quarterly reports x 4 demonstrate up-grades	National Archivist	2022 - 2026	Modern facilities preserve materials & improve accessibility
	1.1.2 Researchers x 9,600 per annum use facilities & materials	National Archivist	2022 - 2026	Safe storage improves researcher access
<b>Objective</b>	<b>Objective 2: Act as a continuously expanding repository of quality information on Vanuatu and the Pacific region;</b>			
<b>Outcome</b>	<b>National Archives recognised as repository of quality information on Vanuatu and the Pacific region</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>



2.1 Collections of new books & documents	2.1.1 National archives processing of public and other records x 500,000 per annum	National Librarian	2022-20226	Central modern storage protects collection for international use.
<b>Objective</b>	<b>Objective 3: Maintain and develop the Library's database and cataloguing system so that it may eventually be accessible by network to Government Departments and Provincial Headquarters</b>			
<b>Outcome</b>	<b>Improved security and usability of collection</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
3.1 Data Base & Catalogue	3.1.1 Maintain and develop the Library's database x 1	National Librarian	2022-20226	Database mitigates risk of loss
	3.1.2 Cataloguing system so that it may eventually be	National Librarian	2022-20226	Cataloguing system improves usability & access
	3.1.3 Accessibility by network to Government Departments and Provincial Headquarters reported in Annual report	National Librarian & OGCI	2026	Cross GoV accessibility improves security & usability
<b>Objective</b>	<b>Objective 4: Encourage general awareness and observance of the Deposit of Books Act (Cap 88).</b>			
<b>Outcome</b>	<b>Books acquired in compliance</b>			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
4.1 Awareness workshops for GoV agencies of services & materials	4.1.1 Provision of National Archives services to Government bodies; other organisations and the general public (researchers) x 2000 per annum	National Librarian	2022-20226	Access improves usability and security
<b>PROGRAM MIC: CORRECTIONAL SERVICES</b>				
<b>DEPARTMENT OF CORRECTIONAL SERVICES</b>				
<b>Strategic Objective</b>	<b>To provide safe, secure and human containment for offenders and work in partnership with the community stakeholders to help offenders</b>			
<b>NSDP Policy Objectives &amp; Targets</b>	<b>SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase)</b> <b>SOC 5: A society where the rule of law is consistently upheld, and access to timely justice is available to everyone (SOC 5.1: 50%, SOC 5.5)</b> <b>ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)</b>			
<b>Ministry Policy</b>	<b>Decentralisation Policy</b>			
<b>Program</b>	<b>MIC: CORRECTIONAL SERVICES</b>			

Correctional Objectives	Objective 1: ( <i>Administration</i> ) Provide administrative, management, financial, information, communication technology, capacity building, human resources and good governance support functions necessary for all service delivery areas of the department in support of the functions of the Ministry. Objective 2: ( <i>Facilities, Infrastructure Security</i> ) To provide facilities that are conducive to safe custody, humane conditions, provision of corrective services, care and development and in doing so ensure the security of inmates, personnel and the public Objective 3: ( <i>Risk Assessment &amp; Monitoring</i> ) To provide needs-based correctional sentence plans, Objective 4: ( <i>Offender Management</i> )To provide needs-based care programmes aimed at the maintenance of the well-being of incarcerated persons entrusted to the Department’s care. Objective 5: ( <i>Detainee Rehabilitation &amp; Social Reintegration</i> ) To provide services focused on the offender’s preparation for release, effective supervision after release and the facilitation of their social reintegration into their respective communities.				
Activity	ACTIVITY MICA: CORRECTIONAL SERVICES				
Objective	Objective 1: ( <i>Administration</i> ) Provide administrative, management, financial, information, communication technology, capacity building, human resources and good governance support functions necessary for all service delivery areas of the department in support of the functions of the Ministry.				
Outcome	Evidence of sound administration supporting functions necessary for all service delivery				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1 Capacity Building		1.1.1 Training Plan budgeted in Business Plan/s and delivered with Report in Annual Report x 1 (detailing topic, location, attendees and outcomes) for 80 Officers	Director; HRO; Manager Management; Trainers	2022 - 2026	Improved staff capacity promotes effective delivery of Department mandate
1.2 GoV Reporting Cycle compliance		1.2.1 100% compliance with GoV Reporting Cycle (MBC Budget Submission; Quarterly Reports x 4; Annual Report x 1; PMR Reports x 3 & Business Plan)	Director; FO; HRO; Manager Management;	2022 - 2026	Compliance to timing of GoV Reporting & Planning Cycle ensure Department is well resourced and planning mitigates risk
Objective	Objective 2: ( <i>Facilities, Infrastructure Security</i> ) To provide facilities that are conducive to safe custody, humane conditions, provision of corrective services, care and development and in doing so ensure the security of inmates, personnel and the public				
Outcome	Evidence of commitment to create safe and healthy conditions for all incarcerated persons to ensure the security of inmates, personnel and the public				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1 Centre Maintenance Plans		2.1.1 Centre/Facility Infrastructure Master Plan details maintenance and construction for facilities	Director; Centre Managers	2022 - 2026	Well maintained facilities improve security and health of inmates
2.2 Infrastructure Development		2.2.1 Develop 2 Centres (Tanna & Rangorango)	Director & donor stakeholders	2022 - 2026	Properly designed and built detention centres creates environment for proper rehabilitation
Objective	Objective 3: ( <i>Risk Assessment &amp; Monitoring</i> ) To provide needs-based correctional sentence plans,				

Outcome	Evidence of needs-based correctional sentence plans focusing on the offence for which a person is sentenced to community correctional supervision				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1 Correctional sentence planning		3.1.1 Needs-based correctional sentence plans based on the assessment of the security risk and criminal profile of individuals, targeting all elements associated with the offending behaviour/s, and focusing on the offence for which a person is sentenced to community correctional supervision, remanded to a correctional centre or paroled, developed and reported in Annual Report x 1	Director; Centre Managers	2022 - 2026	Well targeted programs involving community and detainee improve recidivism
Objective	Objective 4: ( <i>Offender Management</i> ) To provide needs-based care programmes aimed at the maintenance of the well-being of incarcerated persons entrusted to the Department’s care.				
Outcome	Improved well-being of incarcerated persons entrusted to the Department’s care.				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
4.1 Needs Based Care Programmes		4.1 Children in pre-sentencing and post-sentencing detention x 20 wholly separated from adults	Director; Centre Managers & Correctional Officers	2022 - 2026	Removal of young children reduces personal risk
Objective	Objective 5: ( <i>Detainee Rehabilitation</i> ) To provide needs-based personal development services to all offenders.				
Outcome	Evidence of needs-based personal development services to all offenders creating opportunities for meaningful work on release and reducing recidivism				
Key Activities		Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
5.1 Needs-based personal development services program		5.1 Detainees undertaking a rehabilitation program with Program Plan x 1 budgeted annually	Director; Centre Managers	2022 - 2026	Rehabilitation program improves recidivism outcomes
5.2 Community involvement		5.2.1 Community workshops, awareness and outreach program reported in Annual Report	Director; Probation Officers Snr Probation Officer & Correctional Officers	2022 - 2026	Workshops, awareness and outreach programs build community ownership of Correctional Services community programs
		5.2.2 Offenders serving community justice sentences at 50% of detainees	Director; Probation Officers Snr Probation Officer & Correctional Officers	2022 - 2026	Community ownership of Correctional Services community programs results in positive community detention outcomes
5.3 Stakeholder relationships		5.3.1 Community Meetings reported in Monthly Reports x 12	Director; Probation Officers Snr Probation	2022 - 2026	Community Meetings improve relationships and negate negative images/impressions

		Officer & Correctional Officers		
	5.3.2 Complaints upheld by the Ombudsman	Director; HR CSU	2022 - 2026	Decline in Ombudsman's complaints reflects improving relations and service delivery

## SECTION 8: HUMAN RESOURCES

### i) Human Resource Development (HRD) Plan

The Ministry of Internal Affairs does not have a HRD Plan to support the delivery of the Corporate Services Plan and Business Plans. This planning gap is a high priority to be addressed through the Corporate Service Unit's 2022 Business Plan to "future fit" the Ministry for improved and decentralised services delivery and to align the Ministry's human resources to the National Human Resource Development Plan.

The development in 2022 of the Ministry's first HRD Plan is both strategic and timely as most agencies in the Ministry have recently submitted restructure proposals or have restructure submissions in an advanced stage of preparation. The development of Job Descriptions with Key Responsibility Areas and Key Performance Indicators will be accompanied by Training Needs Analyses and Skills Gap Audit for each incumbent officer. In turn, this will form the basis of an evidence, needs based Training Plan that can be costed for delivery within each MoIA agency's Business Plan.

### a) Analysis of MoIA's Current Staffing

The Ministry of Internal Affairs is a complex Ministry made up of several Departments and Units as well as other agencies i.e. Commissions and Authorities. The following table provides statistical information correct as of the time of drafting the Corporate Plan. Up-dated information can be requested through the Human Resource Manager (HRM) of the Corporate Services Unit.

Department/Unit/Agency	Permanent Staff #s	Contract Staff #s	Vacant Positions (in approved structure)	Gender Analysis
Corporate Services Unit (CSU)	16	3	2	Male: 10 Female: 9
Civil Registry & Vital Statistics (CRVS)	12	6	none	Male: 11 Female: 7
Labour Department	25	5	25	Male: 19 Female: 11
Department of Local Authorities (DLA)	65	6	26	Male: 59 Female: 13
Department of Urban Affairs & Planning (DUAP)	7	4	14	Male: 8 Female: 3
Vanuatu Electoral Office (VEO)	10	1	6	Male: 7 Female: 4
Vanuatu Immigration & Passport Services	41	2	24	Male: 26 Female: 17
Public Land Transport Authority (PLTA)	1	7	6	Male: 5 Female: 3
Police Commission (Statutory Authority)	1	2	none	Male: 2 Female: 1
Electoral Commission (Statutory Body)	nil	1	nil	Male: 1 Female: nil
Vanuatu Police Force (VPF), Vanuatu Mobile Force (VMF) & Maritime Wing	555 297 50	4	69	Male: 886 Female: 197
Vanuatu Cultural Centre & Archives	42	nil	1	Male: 20 Female: 11
Correctional Services	tbc	tbc	tbc	Male: Female:
Malvatumauri	11	nil	4	Male: 4 Female: 3

## b) Geographic Distribution of Ministry of Internal Affairs Officers

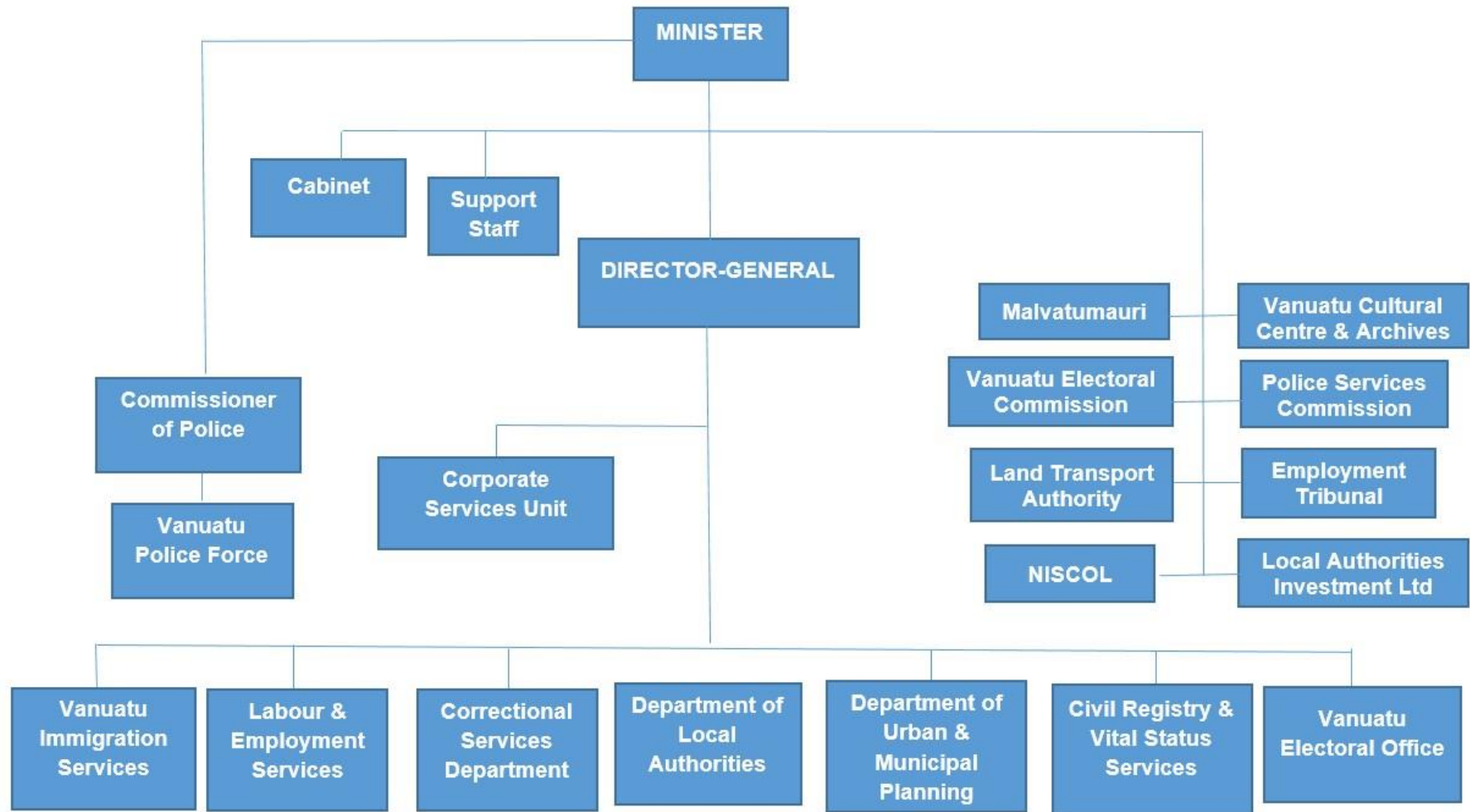
Department	Geographical Work Location
Corporate Service Unit	19 Employees are in Port Vila, Efate
Civil & Vital Statistics Dept.	12 Employees in Port Vila, Efate, 6 Employees are in Provinces
Labour Department	27 Employee are in Port Vila, Efate and 3 are in Provinces
Dept. of Local Authorities	25 Employees are in Port Vila and 48 Employees are in Provinces
Dept. of Urban Affairs & Planning	7 Employees are in Port Vila and 1 Employee are in Province
Vanuatu Electoral Office	8 Employees are in Port Vila, and 3 Employees are in Province
Vanuatu Immigration & Passport Services	36 Employees are in Port Vila and 7 Employees are in Provinces
Public Land Transport Association	4 Employees are in Port Vila Efate and 4 are in Province
Police Commission	3 Employees are in Port Vila, Efate
Vanuatu Electoral Commission	1 Employee is in Port Vila, Efate
Vanuatu Cultural Centre & Archives	31 in Vila (Museum, Archives & Libraries); 2 in provinces
Correctional Services	To be Confirmed
Malvatumauri	5 in Vila; 2 in provinces
Employment Tribunal	1 Employee is in Port Vila, Efate

Department/Unit/Agency	Permanent Staff #s	Contract Staff #s	Vacant Positions (in approved structure)	Gender Analysis
Corporate Services Unit (CSU)	16	3	2	Male: 10 Female: 9
Civil Registry & Vital Statistics (CRVS)	12	6	none	Male: 11 Female: 7
Labour Department	25	5	25	Male: 19 Female: 11
Department of Local Authorities (DLA)	65	6	26	Male: 59 Female: 13
Department of Urban Affairs & Planning (DUAP)	7	4	14	Male: 8 Female: 3
Vanuatu Electoral Office (VEO)	10	1	6	Male: 7 Female: 4
Vanuatu Immigration & Passport Services	41	2	24	Male: 26 Female: 17
Public Land Transport Authority (PLTA)	1	7	6	Male: 5 Female: 3
Police Commission (Statutory Authority)	1	2	none	Male: 2 Female: 1
Electoral Commission (Statutory Body)	nil	1	nil	Male: 1 Female: nil
Vanuatu Police Force (VPF), Vanuatu Mobile Force (VMF) & Maritime Wing	555 297 50	4	69	Male: 886 Female: 197
Vanuatu Cultural Centre & Archives	42	nil	1	Male: 20 Female: 11
Correctional Services	tbc	tbc	tbc	Male: Female:
Malvatumauri	11	nil	4	Male: 4 Female: 3

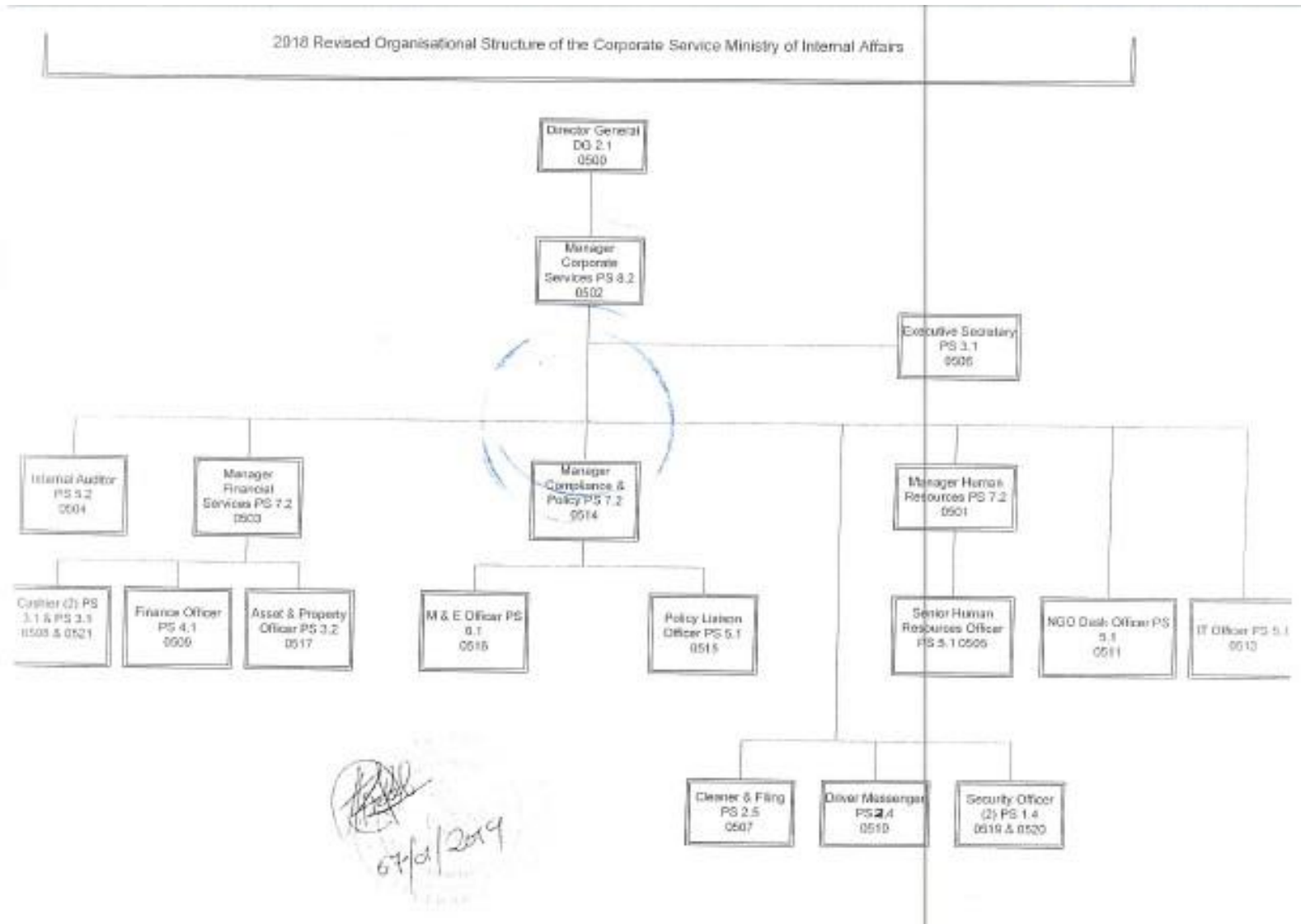


**b) CURRENTLY APPROVED STRUCTURES**

**Ministry of Internal Affairs Organisational Structure**

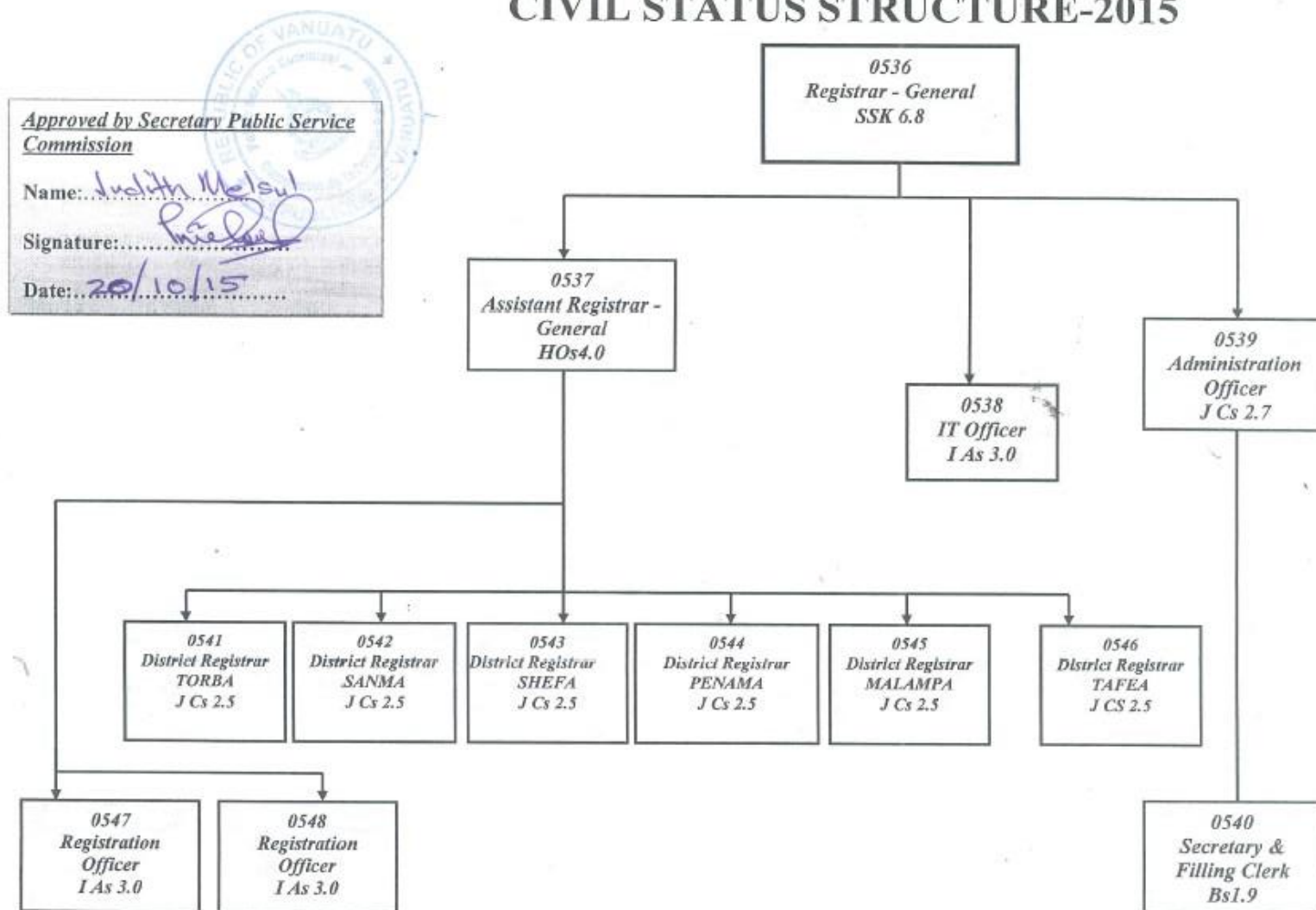


**CORPORATE SERVICES UNIT, MINISTRY OF INTERNAL AFFAIRS**  
**(OPSC Approved 7th January, 2019)**



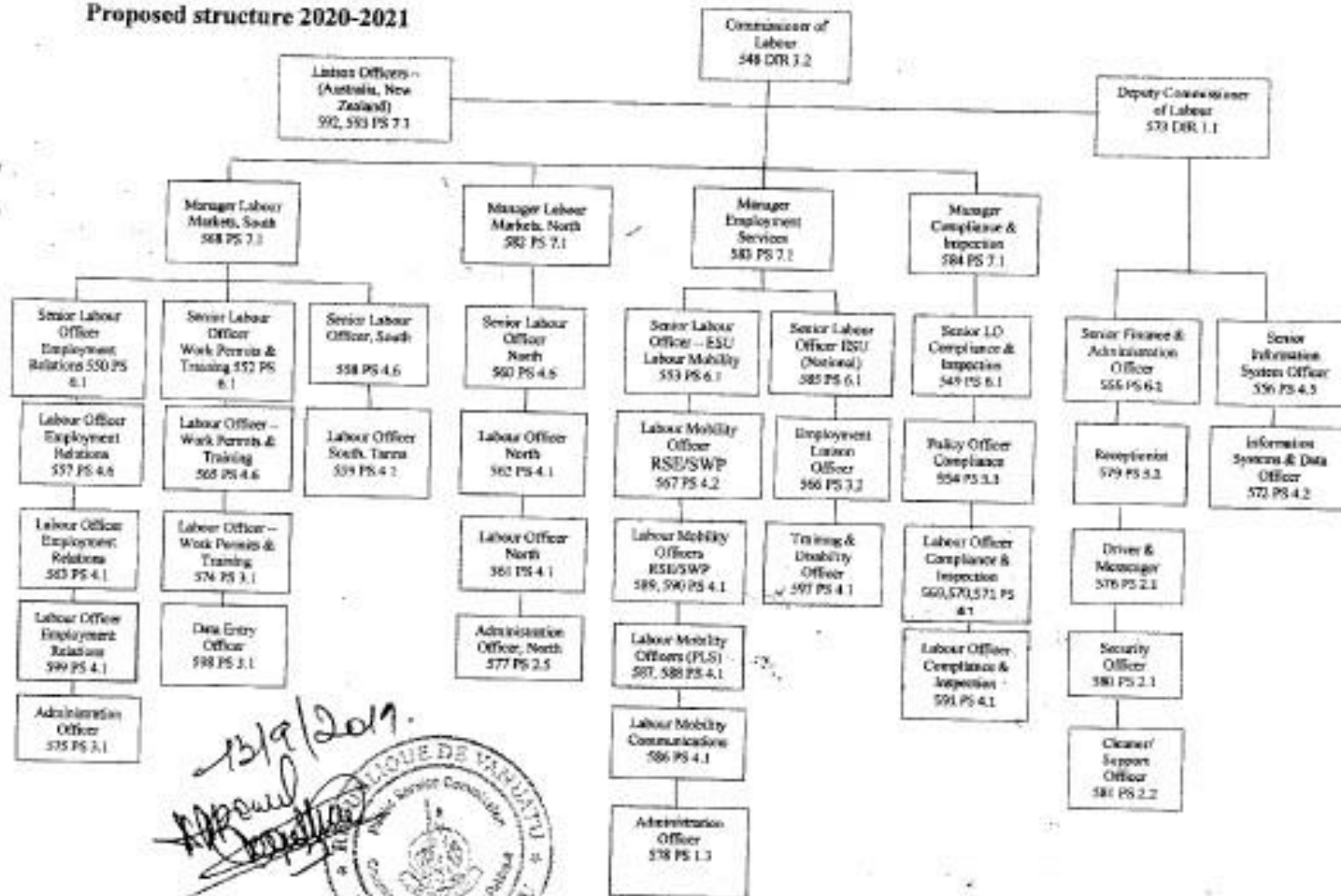
## CIVIL REGISTRY & VITAL STATISTICS (CRVS)

### CIVIL STATUS STRUCTURE-2015



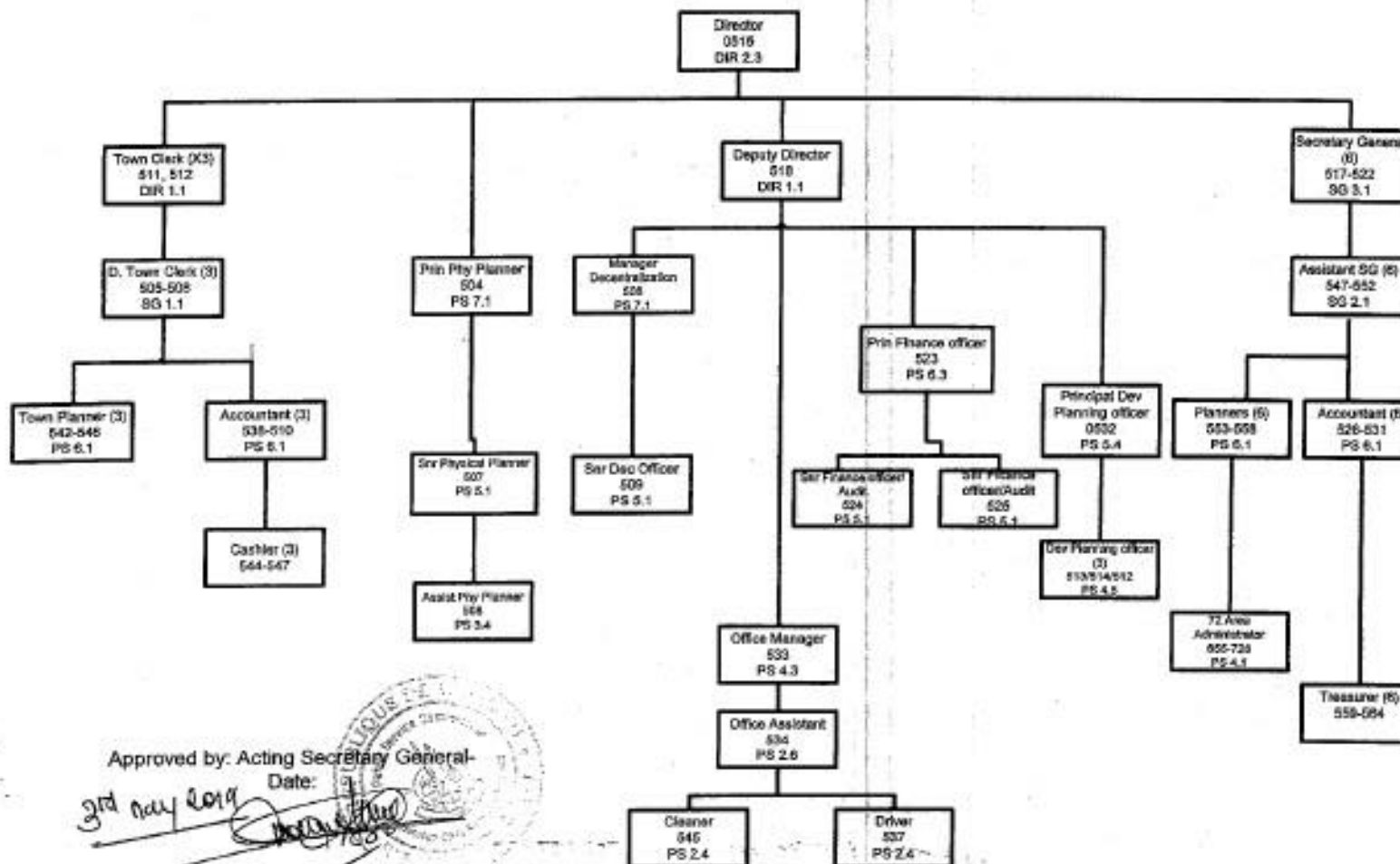
# LABOUR DEPARTMENT

Proposed structure 2020-2021

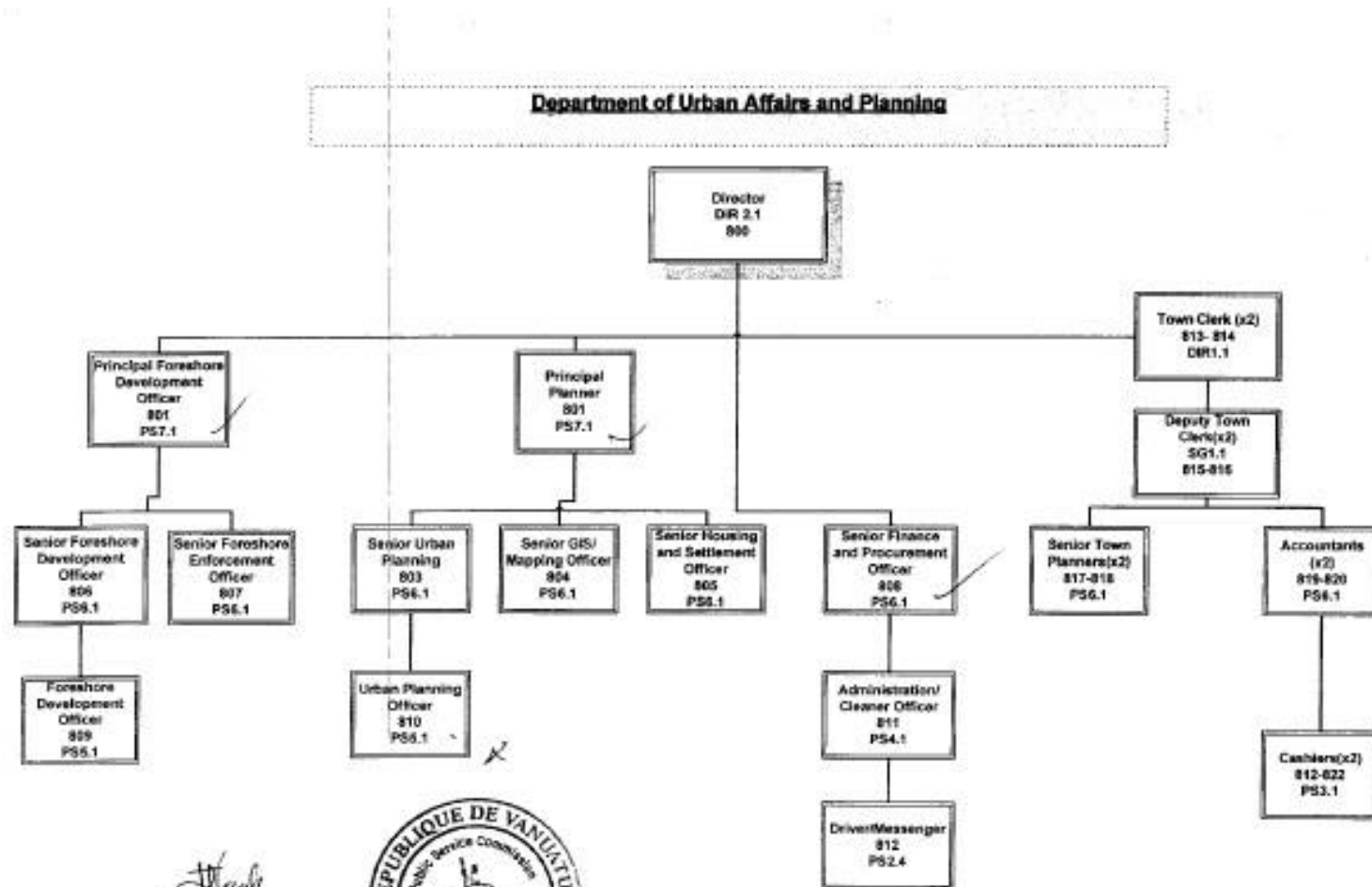


# DEPARTMENT OF LOCAL AUTHORITIES

## DEPARTMENT OF LOCAL AUTHORITY STRUCTURE



# DEPARTMENT OF URBAN AFFAIRS & PLANNING (DUAP)



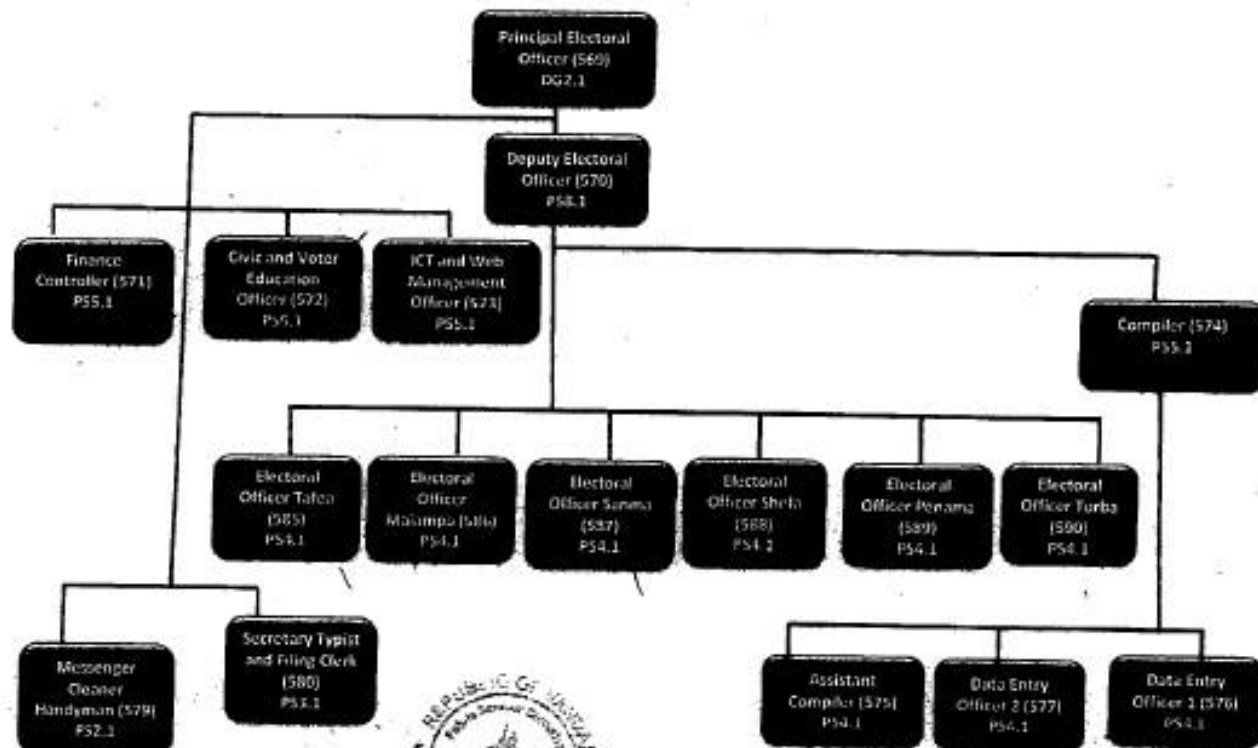
*Handwritten signature:*  
 Dr. Secretary  
 Jean-Yves Bibi  
 1/9/20





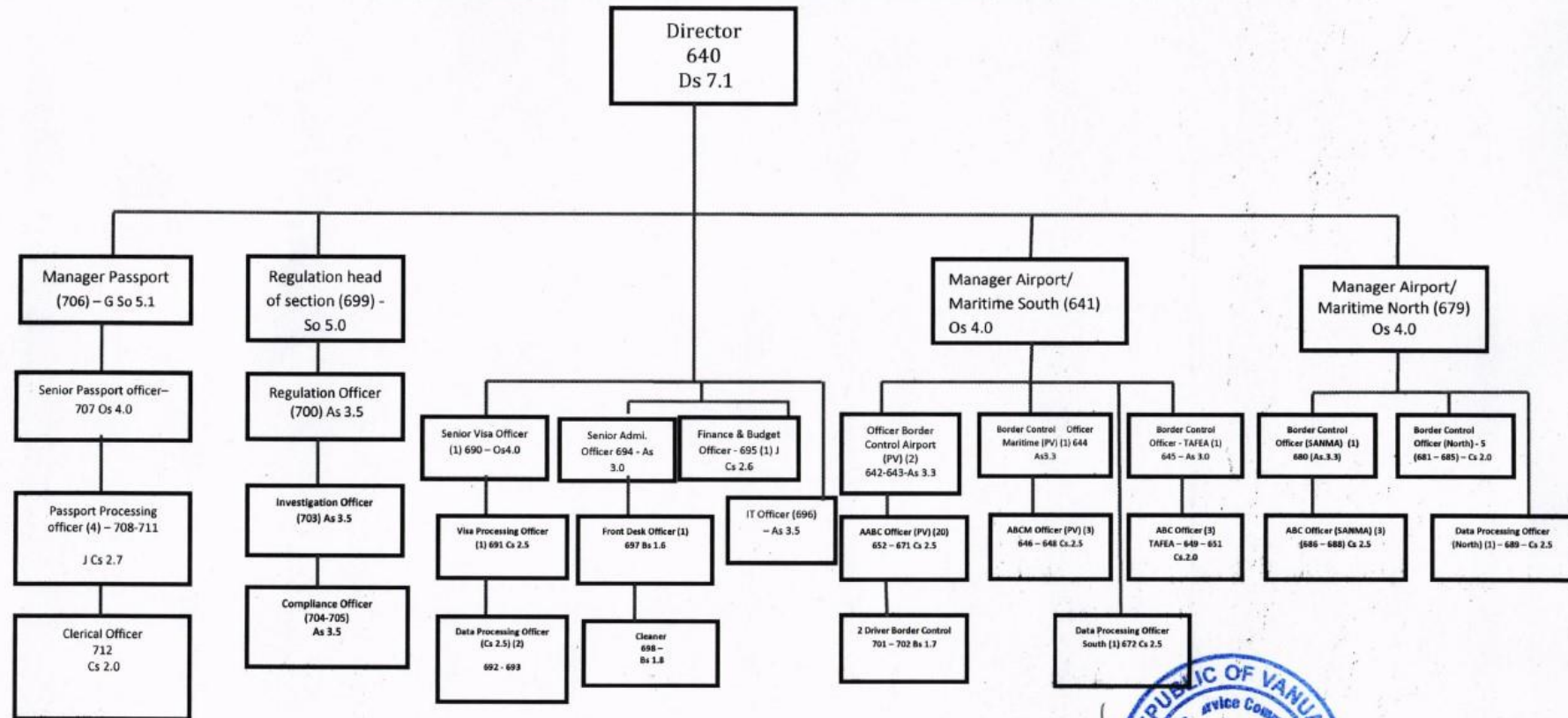
# VANUATU ELECTORAL OFFICE (VEO)

## Vanuatu Electoral Office Organisation Structure



# VANUATU IMMIGRATION & PASSPORT SERVICES

## VANUATU IMMIGRATION & PASSPORT SERVICES STRUCTURE

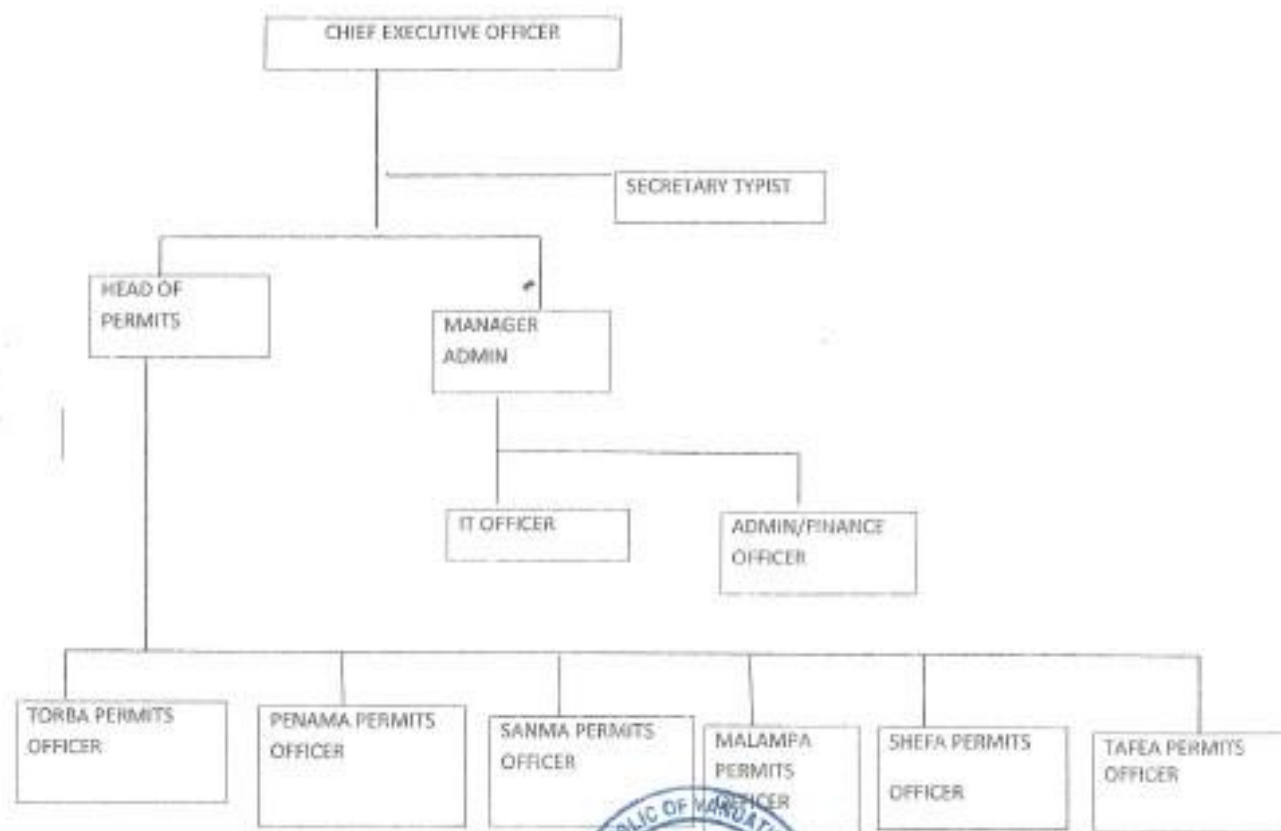


13/14/13



# PUBLIC LAND TRANSPORT AUTHORITY

## ADMINISTRATIVE STRUCTURE OF PUBLIC LAND TRANSPORT AUTHORITY

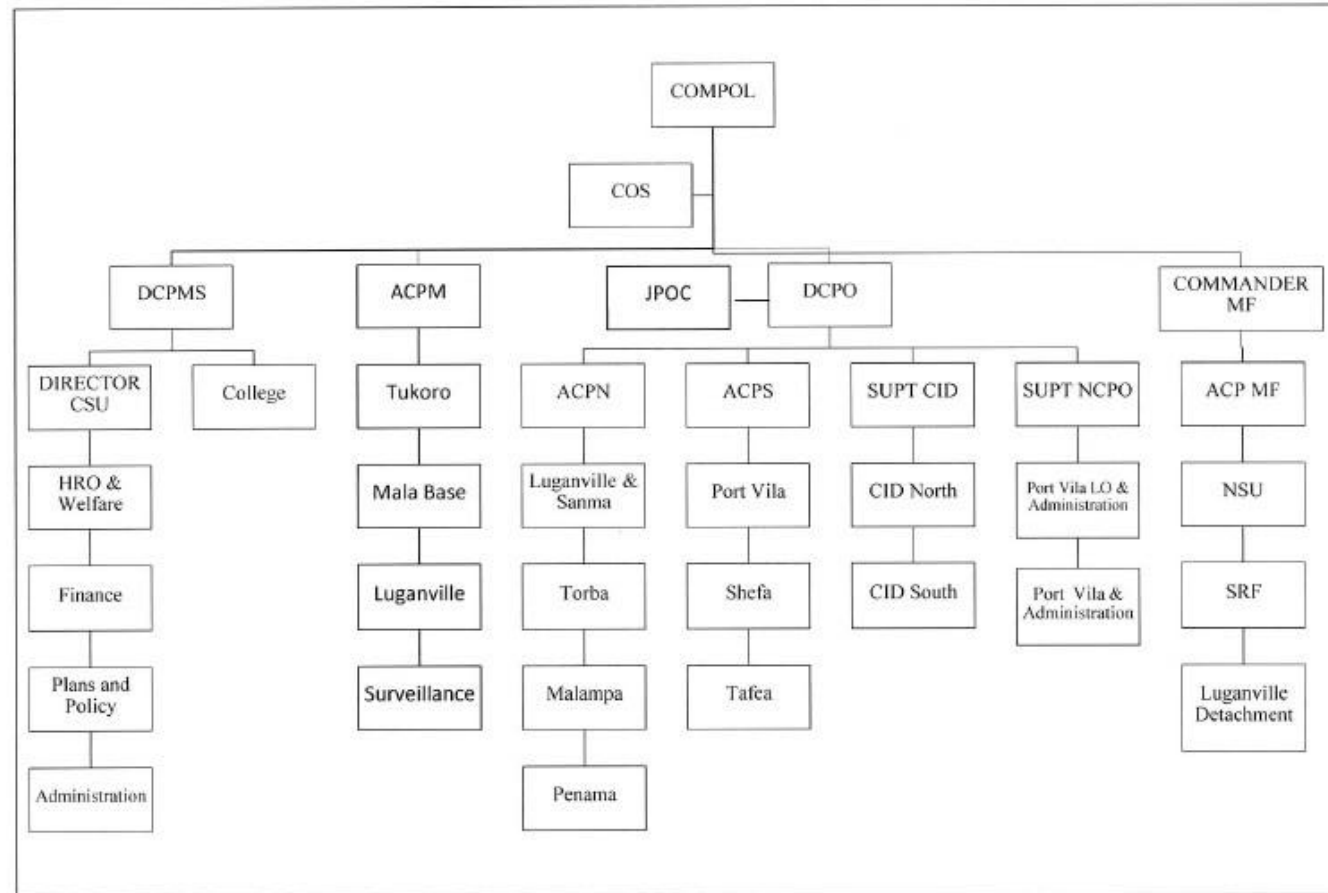


Structure approved By Board Dated: 13.10.2011  
Signed By Chairman: *Edward Kaltaman* (Edward Kaltaman)



# VANUATU POLICE FORCE

## VANUATU POLICE FORCE ORGANISATIONAL STRUCTURE 2014 - 2020



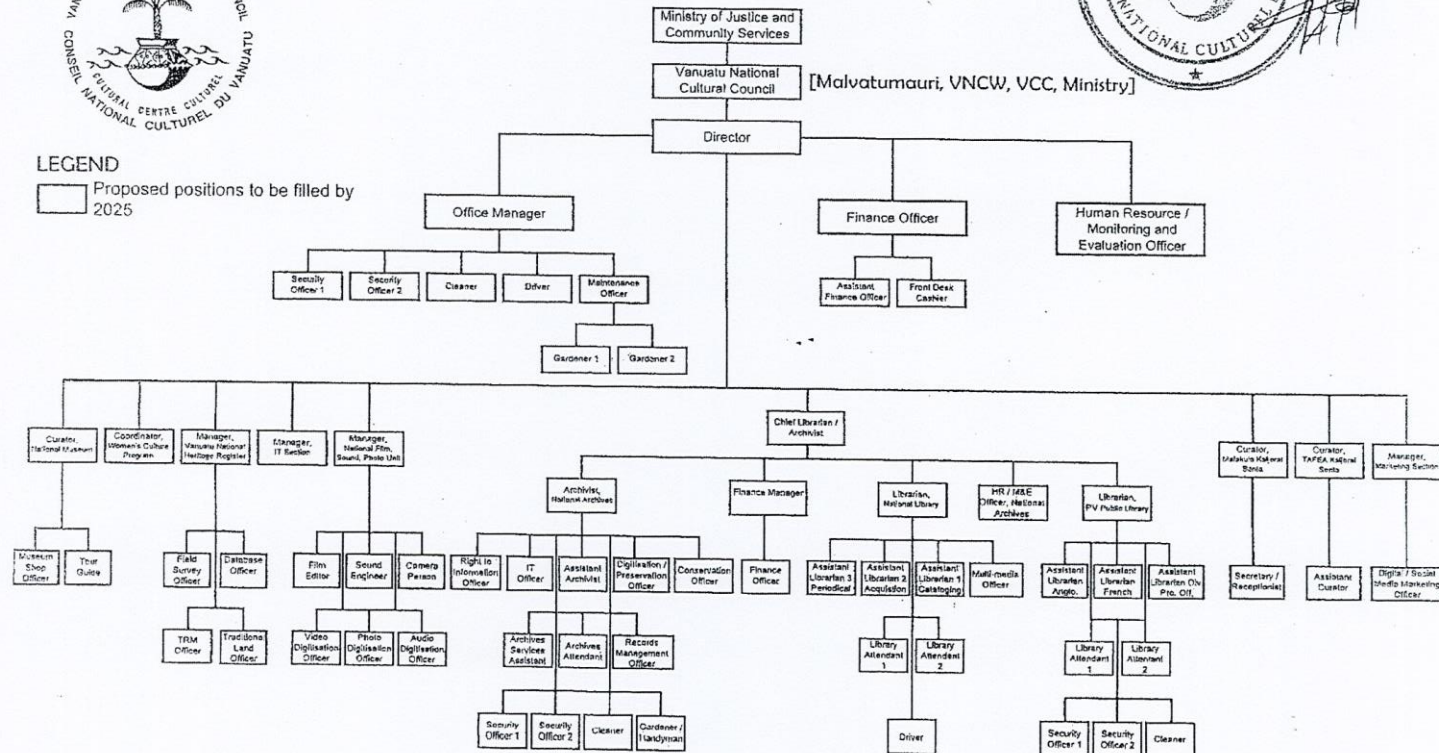
# VANUATU CULTURAL CENTRE STRUCTURE

## VNCC STAFF STRUCTURE 2021 - 2025



### LEGEND

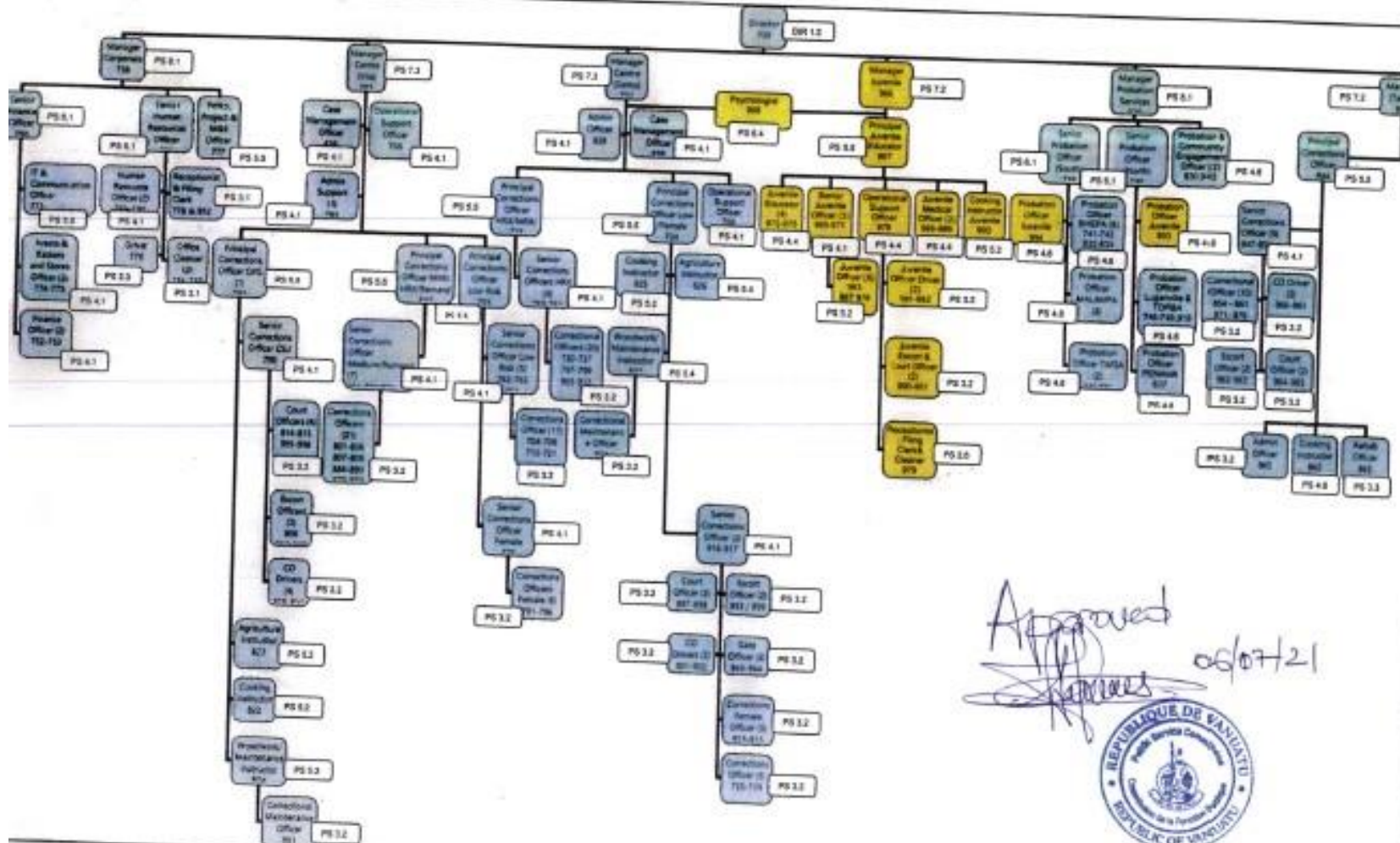
Proposed positions to be filled by 2025





# DEPARTMENT OF CORRECTIONAL SERVICES

## DEPARTMENT OF CORRECTIONAL SERVICES – MAMA ORGANISATIONAL STRUCTURE REVIEW



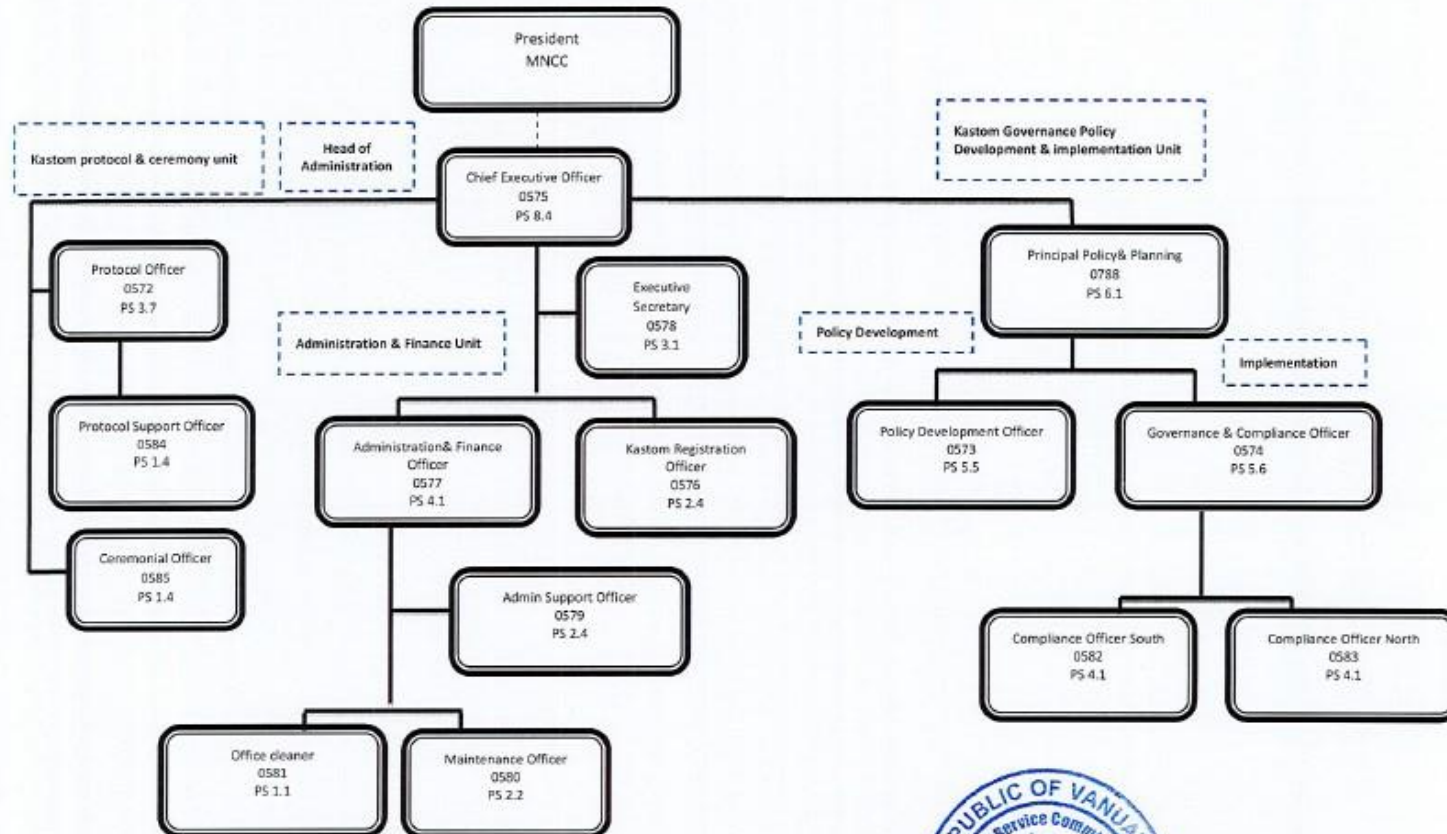
Approved  
06/07/21





# MALVATUMAURI STRUCTURE

## MALVATUMAURI ADMINISTRATION STRUCTURE



*Ben*  
08 September 2021

### c) PROPOSED RESTRUCTURES

Most of the Departments and Agencies of the Ministry of Internal Affairs intend to undertake a restructure in the 5 year planning period 2022 to 2026 following a combined Function Analysis and a “Fit for Purpose” analysis. As part of the “Fit for Purpose” Analysis, the Ministry at its Corporate Planning Retreat in November 2021 reviewed core functions, mandates, and processes with regards to activities to improve internal efficiency, to better align core functions and core mandates and to determine how to best improve efficiencies, effectiveness and service delivery, especially through decentralisation.

The following table indicates the status of the Restructure Submissions.

Department	Date of Last OPSC Approved Restructure	Status of Restructure Submission	Target Year (Approval & Implementation)
Corporate Services Unit (CSU)	7 <sup>th</sup> January 2019	Restructure Submission in draft for submission in January 2022 to OPSC for consideration	2022
Civil Registry & Vital statistics (CRVS)	20 <sup>th</sup> October 2015	Restructure Submission finalised and submitted to OPSC on 27 <sup>th</sup> September 2021, awaiting OPSC approval.	2022
Labour Department	13 <sup>th</sup> September 2019	Restructure Submission in an advanced draft to be presented by Q4 2021	2022
Department of Local Authorities (DLA)	3 <sup>rd</sup> May 2019	Further revision of structure being undertaken in 2021	2022
Department of Urban Affairs & Planning	1 <sup>st</sup> September 2020	Implementation of recently approved structure for CSU	Implementation
Department of Urban Affairs & Planning	1 <sup>st</sup> September 2020	Municipalities Restructure	2022
Vanuatu Electoral Office (VEO)	4 <sup>th</sup> April 2019	Restructure Submission presented to OPSC 7 <sup>th</sup> July 2021 and now awaiting PSC response	2022
Vanuatu Immigration & Passport Services	13 <sup>th</sup> November 2013	Restructure Submission being prepared for presentation to OPSC by end Q4	2022
Public Land Transport Authority	18 <sup>th</sup> August 2017	Implementation under way	Implementation
Vanuatu Electoral Commission	No Established Structure	Submission has been completed but requires an Act	Pending legislation - 2022
Vanuatu Police Force	On-going	Various entities being restructured to be approved by Police Services Commission and implemented	2022
Correctional Services	6 <sup>th</sup> July 2021	Implementation Plan being operationalised	Implementation
Malvatumauri	8 <sup>th</sup> September 2021	Implementation under way	Implementation
Vanuatu Museum & Archives	2020	Restructure Submission proposed	Implementation

## d) Retirement Plan

The following is the Ministry of Internal Affairs Retirement Plan based on age (55-60) for the next five years by Department.

*It must be noted that Medical Retirements cannot be forecast.*

### MINISTRY OF INTERNAL AFFAIRS RETIREMENT PLAN 2022 - 2026

DEPARTMENT	POSITION TITLE	POSITION NUMBER	YEAR OF RETIRMENT (55-60 years of age)
<b>Labour</b>	Senior Labour Officer- Man Power and Training	27000552	2028 (60 years old)
	Filing Clerk – Luganville Municipal Office	27000577	2028 (60 years old)
	Municipal Labour Officer- Port Vila	27000560	2028 (58 years old)
	Senior Labour Officer- Occupational Health and Safety	27000551	2028 (58 years old)
<b>Local Authorities</b>	Office Cleaner	24000545	2028 (59 years old)
	Office Assistant	24000534	2028 (57 years old)
	Accountant – Port Vila Municipal	24000538	2028 (58 years old)
	Area Administrator – South Ambae	24000673	2028 (63 years old) Should retire in 2026
	Area Administrator- Paama	24000721	2028 (59 years old)
	Accountant- Torba	24000526	2028 (59 Years old)
	Accountant – Malampa	24000529	2028 (58 Years old)
<b>Electoral Office</b>	Secretary – Typist	28000580	2028 (60 years old)
	Provincial Electoral Office – Malampa	28000578	2028 (58 years old)
	Principal Electoral Officer	28000569	2028 (58 years old)
<b>Immigration Department</b>	Senior Airport/Maritime Border North	45000679	2028 (63 years old) Should retire in 2026
	Senior Passport Officer	45000707	2028 (62 years old) Should retire in 2024
	Airport Border Control Officer – Tafea	45000649	2028 (58 years old)
<b>Corporate Services unit</b>	Executive Manager – CSU	45000707	2028 (58 years old)
<b>Civil Status Department</b>	Registration Officer	29000547	2028 (61 Years old)
<b>Vanuatu Cultural Centre &amp; Archives</b>	Manager, National Film, Sound, Photo Archive	na	2023 (70 years old)
	Curator, Malekula Cultural Centre	na	2023 (60 years old)
	Tour Guide (Museum)	na	2023 (63 years old)
	Cleaner, National Museum	na	2023 56 years old)
	Office Manager	na	2024 (52 years old)
	Maintenance Officer	na	2025 (60 years old)
	Marketing Manager	na	2024 (52 years old)
	Gardener, N. Archive	na	2025 (56 years old)
	Gardener, N. Museum	na	2026 (53 years old)

<b>Correctional Services</b>	tbc	tbc	tbc
<b>Malvatumauri</b>	None Projected 2022-2026	na	na

### **e) Succession Plan**

The Ministry of Internal Affairs Succession Plan 2022 – 2026 will be developed in 2022 as part of the Ministry's new HRD Plan.

### **f) Training Plans**

The Ministry of Internal Affairs 2022 Training Plan will be developed in 2022 as part of the Ministry's preparation of OPSCs Performance Review System – Section A of the Performance Review template and will then be up-dated annually in Business Plans of each agency.

### **g) Inclusivity & Equity**

The Ministry of Internal Affairs is the only Ministry in the Vanuatu Government led by a woman and as such sets a standard of inclusion and promotion of gender equity.

The Ministry is undertaking infrastructure improvements to provide disability access through wheelchair ramps for people living with a disability. The Ministry HRD Plan will provide details on inclusivity strategies.

The Vanuatu Electoral Office has a People With Disability (PWD) Action Plan to improve access to electoral processes and information for people living with an impairment. This includes training sessions for staff to improve sensitivity and awareness to issues faced by disabled Ni-Vanuatu in accessing electoral services.

The Department of Labour is encouraging employers to employ women and people with disability through training sessions (Refer Labour Obj 1.1.3)

Civil Registry and Vital Statistics (CRVS) provides free services such as Birth Certificates for people with disability.

MolA Departments actively encourage women and people with a disability to apply for positions. The Police Force has a quota for female trainees as part of its inclusion strategy.

## SECTION 9: BUDGET RESOURCES

Ministry of Internal Affairs		Ministère de l' Interieur			
MIA	Cabinet Support	Cabinet du Ministère			
MIAA	Portfolio Management Gestion du Portefeuille	84,440,000	0	0	84,440,000
MIAB	Corporate Services Services Généraux	57,118,462	0	0	57,118,462
MIAD	Independence Celebration Célébration de l'Indépendance	8,616,500	0	0	8,616,500
MIAE	Crime Prevention Prévention du crime	1,000,000	0	0	1,000,000
<b>Total Cabinet Support</b>		<b>151,174,962</b>	<b>0</b>	<b>0</b>	<b>151,174,962</b>
MIC	Decentralisation Services	Services de la Décentralisation			
MICA	Grants to Provinces Subventions aux Provinces	227,148,256	2,000,000	0	229,148,256
MICB	Grants to Municipalities Subventions aux Municipalités	28,989,492	12,048,736	0	41,038,228
MICC	Administration of Regional Services Administration des Services Régionaux	689,295,096	0	0	689,295,096
<b>Total Decentralisation Services</b>		<b>945,432,844</b>	<b>14,048,736</b>	<b>0</b>	<b>959,481,580</b>
MID	Internal Security and Border Control	Sécurité Interne et Contrôle aux Frontières			
MIDA	Joint Command and Control Commandement mixte	451,779,055	101,905,000	0	553,684,055
MIDB	Police District Northern Police région Nord	168,148,574	0	0	168,148,574
MIDC	Police District Central Police région Centre	64,402,739	0	0	64,402,739
MIDD	Police District Southern Police région Sud	308,473,576	0	0	308,473,576
MIDE	Vanuatu Mobile Force Garde Mobile de Vanuatu	384,187,074	0	0	384,187,074
MIDF	Police Maritime Wing Surveillance Maritime	92,514,200	0	0	92,514,200
MIDG	Border Control Commande De Frontière	104,648,205	0	0	104,648,205
MIDH	Issue of Passports Délivrance de passeports	42,777,690	0	0	42,777,690
<b>Total Internal Security and Border Control</b>		<b>1,616,931,113</b>	<b>101,905,000</b>	<b>0</b>	<b>1,718,836,113</b>

Program/ Programme	Activity Title/ Activité Titre	Parliamentary Appropriation Approuvé par le Parlement	In Kind Subventions en Espèces et Aide en Nature	External Loans Financé par le biais de prêts de l'extérieur	Total
MIE	National Services	Services Nationaux			
MIEA	Labour Regulation Règlement du Travail	82,333,439	12,800,474	0	95,133,913
MIEB	Electoral Services Bureau des Élections	42,486,867	225,348,942	0	267,835,809
MIEC	Conduct of Elections Conduite des Élections	66,900,000	7,000,000	0	73,900,000
MIED	Civil Registry Registre Civil et Archives Nationales	35,626,101	10,168,759	0	45,794,860
MIEG	Land Transport Authority Autorité des Transports de la Terre	28,000,000	0	0	28,000,000
<b>Total National Services</b>		<b>255,346,407</b>	<b>255,318,175</b>	<b>0</b>	<b>510,664,582</b>
MIG	Police Service Commission	Commission du Corps de Police			
MIGA	Police Service Commission Commission du Corps de Police	13,408,301	0	0	13,408,301
<b>Total Police Service Commission</b>		<b>13,408,301</b>	<b>0</b>	<b>0</b>	<b>13,408,301</b>
<b>Total Ministry of Internal Affairs</b>		<b>2,982,293,627</b>	<b>371,271,911</b>	<b>0</b>	<b>3,353,565,538</b>



## 2. Malvatumauri council of Chiefs

Malvatumauri Council of Chiefs		Malvatumauri			
CDA	Preservation of Vanuatu Customs, Culture and Language	Préservation de la Coutume, la Culture et des Langues de Vanuatu			
CDA1	Administration of the National Council of Chiefs Administration du Conseil National des Chefs	47,521,796	0	0	47,521,796
CDA2	Funds for 14 Islands Council of Chiefs Fonds pour les 14 Conseils Insulaires des Chefs	5,387,270	0	0	5,387,270
CDA3	Malvatumauri Members Allowance Allocation des Membres du Malvatumauri	43,845,873	0	0	43,845,873
<b>Total Preservation of Vanuatu Customs, Culture and Language</b>		<b>96,754,939</b>	<b>0</b>	<b>0</b>	<b>96,754,939</b>
<b>Total Malvatumauri Council of Chiefs</b>		<b>96,754,939</b>	<b>0</b>	<b>0</b>	<b>96,754,939</b>

## 3. Correctional Services

MJC	Correctional Services	Services Correctionnels			
MJCA	Correctional Services Services Correctionnels	272,701,734	1,620,296	0	274,322,030
<b>Total Correctional Services</b>		<b>272,701,734</b>	<b>1,620,296</b>	<b>0</b>	<b>274,322,030</b>

## 4. Grants to Institutions

MFI	Grants to Institutions	Subventions aux Organismes Statutaires			
MFIA	Vanuatu Tourism Office (VTO) Office National du Tourisme de Vanuatu	325,124,942	0	0	325,124,942
MFIB	Vanuatu Agricultural Research and Training Centre (VARTC) Centre de Recherches et de Formation en Agronomie de Vanuatu	194,236,591	0	0	194,236,591
MFIC	Vanuatu Broadcasting and Television Corporation (VBTC) Société de Radio et Télévision de Vanuatu	95,193,317	0	0	95,193,317
MFID	Vanuatu Cultural Centre (VCC) Centre Culturel de Vanuatu	43,402,152	0	0	43,402,152
MFIE	Chamber of Commerce and Industry (CCI) Chambre de Commerce et de l'Industrie	51,918,961	0	0	51,918,961
MFIF	Grant SPBEA Subventions à l'UPS et SPBEA	141,003,971	0	0	141,003,971
MFIG	Vanuatu Maritime Administration (VMA) Administration des Affaires Maritimes de Vanuatu	15,000,000	0	0	15,000,000
MFIH	Vanuatu Maritime College Collège Maritime de Vanuatu	53,674,434	0	0	53,674,434
MFII	Utility Regulatory Authority Autorité de Réglementation des Services Publics	67,226,099	0	0	67,226,099
MFIJ	Vanuatu Agriculture College College Agricole de Vanuatu	86,325,933	0	0	86,325,933
MFIL	Grant to VIPA Subvention à VIPA	49,115,761	0	0	49,115,761
MFIN	Grant to Vanuatu National Archives Subventions aux Archives nationales Vanuatu	19,983,242	0	0	19,983,242
<b>Total Grants to Institutions</b>		<b>1,142,205,403</b>	<b>0</b>	<b>0</b>	<b>1,142,205,403</b>

## 2. Five year Medium Term Expenditure Framework Forecast (by program & activity only)

**Table 6 – Medium Term Budget and Estimates by Program and Ministry, in VT millions**

		Budget Year	Forward Estimates			
Ministry	Program	2021	2022	2023	2024	2025
Malvatumauri Council of Chiefs	Preservation of Vanuatu Customs, Culture and Language	96.8	98.9	101.1	103.3	105.6
<b>Ministry of Internal Affairs</b>		<b>2,982.3</b>	<b>2,936.8</b>	<b>2,998.6</b>	<b>3,061.8</b>	<b>3,126.3</b>
	Cabinet Support	151.2	154.5	157.9	161.4	164.9
	Decentralisation Services	945.4	963.8	982.6	1,001.8	1,021.4
	Internal Security and Border Control	1,616.9	1,612.5	1,647.9	1,684.0	1,721.0
	National Services	255.3	192.3	196.2	200.2	204.4
	Police Service Commission	13.4	13.7	14.0	14.3	14.6