



MINISTRY OF THE PRIME MINISTER

Annual Report 2024

Ministry of the Prime Minister

ANNUAL REPORT 2024

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Acronym

ACU	Aid Coordination Unit
ADR	Annual Development Report
AIK	Aid-in-Kind
APT	Asia-Pacific Telecommunity
CERTVU	Computer Emergency Response Team Vanuatu
CIO	Chief Information Officer
CNS	Computer and Network Services
COC	Citizenship Office and Commission
COM	Council of Ministers
CP	Corporate Plan
CSOs/NGOs	Civil Society Organizations/Non-Government Organizations
CSP	Content Security Policy
CSU	Corporate Service Unit
CTB	Central Tender Board
CTO	Commonwealth Telecommunications Organization
DA	Development Assistance
DCDT	Department of Communications and Digital Transformation (formally OGCI0)
DCIO	Deputy Chief Information Officer
DCO	Development Committee of Officials
DFAT	Department of Foreign Affairs and Trade, Australia
DG	Director General
DoFA	Department of Foreign Affairs
DoFT	Department of Finance and Treasury
DPs	Development Partners
DRCU	Disaster Recovery Coordination Unit
DSA	Domestic Subsistence Allowance
DSPPAC	Department of Strategic Policy, Planning and Aid Coordination
EO	Executive Officer
EU	European Union
EU CSO TCF	European Union Civil Society Organization Technical Corporation Facility
GBN	Government Broadband Network
GfG	Governance for Growth
GIP	Government Investment Program
GRT	Government Remuneration Tribunal
HRO	Human Resource Officer
ICT/IT	Information Communication and Technology/Information Technology
IDRR	International Day for Disaster Risk Reduction
LDC	Less Develop Country
LPO	Local Purchase Order
LRC	Legislative Review Committee
LSD	Language Services Department
M&E	Monitoring and Evaluation
MBC	Ministerial Budget Committee
MFAT	Ministry of Foreign Affairs and Trade, New Zealand
MFEM	Ministry of Finance and Economic Management
MIPU	Ministry of Infrastructure and Public Utilities
MIS	Management Information System
MJCS	Ministry of Justice and Community Services
MoCCA	Ministry of Climate Change and Adaptation
MoET	Ministry of Education and Training
MoIA	Ministry of Internal Affairs
MPM	Ministry of the Prime Minister
NDRF	National Disaster Recovery Framework
NIDC & TAG	National ICT Development Committee & Technical Advisory Group

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

Prime Minister's Statement

I am very contented to introduce and submit, on behalf of the Prime Minister's Office and its affiliated constitutional and statutory bodies, this Annual Report for the year 2024 which outlines our major achievements as well as challenges that the Prime Minister's Office encountered in 2024. Despite the various challenges, I am happy to see noteworthy progress from each Department and Unit contributing to the overall objectives and vision of the Office, as outlined in the Corporate Plan 2022 to 2025.

2024 has been a challenging year, not only for the Prime Minister's Office but all Sectors in the country. An earthquake of 7.3 magnitude struck Shefa Province on 17th December 2024 with major destructions and loss of lives experienced in Port Vila. The devastations caused by the earthquake resulted in disruptions to Departments and Agencies under the Prime Minister's Office in completing the implementation of their 2024 planned activities, and on a large scale, all government ministries and departments 2024 Business Plan implementations were interrupted, and services were also interrupted in Port Vila and Efate Island.

The powerful earthquake struck at a time when the country was going through a period of political impasse and transition. The continuous political instability led to the dissolution of parliament by the President of the Republic, on the advice of the Council of Ministers. The Caretake Government was left to manage the affairs of the country, leading up to the scheduled general snap elections on 16 January 2025.

The people's demand for political stability compelled both the Vanuatu Government and the Opposition to adapt swiftly to the changing circumstance and shift their priorities to find common grounds and alternative measures to maintain political stability. One of the main measures taken was the enactment of the Constitution (Eighth) (Amendment) Act No.21 of 2023.

On May 29th 2024, the nation went through the National Referendum. With strong and positive political will from both the Government and Opposition, "Vanuatu's first ever constitutional referendum saw citizens vote overwhelmingly in favor of Articles 17A and 17B". The result of the national referendum clearly indicated the people need a stable Government to channel the development aspirations of the country into the future. In the face of the unprecedented national crises, we showed ourselves to be committed, adaptable, responsive, responsible and resilient.

The Government took a bold decision in ensuring the longstanding management issues of the national carrier, Air Vanuatu Operations Limited (AVOL) was dealt with through a voluntary liquidation process in May 2024. This resulted in the indefinite suspension of Air Vanuatu's domestic and international operations. Despite this, the Government negotiated and secured continuation of international flight connections with Qantas, Air Calédonie, Jetstar, Fiji Airways and a resumption of Brisbane-Santo route through Solomon Airlines. With strong positive collaborations with the Liquidator, Air Vanuatu has resumed its domestic flight operations in late August 2024 and progressively improving. The focus was to improve and strengthen the national airline's domestic operations, then the international flight operations will follow suit.

In 2024, the Government continued to take strides to address issues at national and global level. Vanuatu spearheaded a coalition of 132 countries to spearhead a hearing at the International Court of Justice (ICJ) on climate change related effects affecting small island states. It was a continuation of the United Nations (UN) Resolution that was sponsored by Vanuatu and adopted in March 2023.

Vanuatu and the core group of nations have commenced and will continue the legal submissions according to ICJ's requirements.

The Vanuatu National Security Council's Secretariat (VNSCS) continues to progress its developments. In 2024, the VNSCS was able to recruit three (3) qualified staff which resulted in the strengthening of National Security Focal Points in the six provincial headquarters. With the additional recruitments, the VNSCS expanded its functions and developments as stipulated in the National Security (Amendment) Act No. 7 of 2023 and its subsequent policy frameworks (i.e., National Security Roadmap, National Security Strategy, & policies). Such developments indicated the progress, growth and importance of the VNSC and its Secretariat in times ahead.

Infrastructure development programs and projects managed by the Vanuatu Project Management Unit (VPMU), such as the South Paray Domestic Wharf, Pacific Aviation Investment Program (PAIP), and the VEAP (construction of electricity transmission lines from Turtle Bay to Port Olry on Santo Island) had been progressing well in 2024. A component of the PAIP included the successful installation of navigation aids and communication technologies on Efate and Santo in early 2024. The Sarakata Hydro Phase 2 was another huge infrastructure project managed by VPMU and it has been progressing well in 2024. The completion of phase one (1) of Pentecost Road upgrade was another milestone of 2024. The significant progress of south Santo Road in 2024 is commendable. In comparison, the Vanuatu Supreme Court Hall of Justice has been an overdue project due to unforeseen circumstances. In 2024, the tendering processes began but the progress is slow due to the complexity of the project. It is anticipated that these projects will progress significantly in 2025, under the management of the VPMU.

The partnership between the Government and the Churches has been maintained and strengthened. By December 2024, the Government of the Republic of Vanuatu through the Office of the Prime Minister, handed over a fifty million (50,000,000) vatu grant to the Vanuatu Christian Council (VCC). According to the partnership agreement signed between the Government through the Office of the Prime Minister and VCC, the VCC will provide a progress and acquittal report on the usage of this grant. Based on VCC's reporting, the Government through the Office of the Prime Minister will continue to help in the form of grants to VCC. This five (5) year partnership agreement will end in 2025. Therefore, the government and the VCC needs to collaborate in ensuring a new partnership agreement moving forward.

In addition, the Office of the Prime Minister through the Citizenship Office and Commission (COC) has taken measures to strengthen Vanuatu's citizenship programs. The Citizenship (Amendment) Act has been reviewed and passed by parliament in 2024. The upgrading and operationalization of its database management system and website was another positive measure in ensuring transparency, accountability, and accuracy of information for the citizenship programs. Nonetheless, the COC needed to expand its capacity. Hence, the office continued to recruit qualified persons to occupy specific positions in its organization structure that was approved by the PSC in 2023. In doing so, the COC strengthens its human resource capacity to effectively and efficiently management Vanuatu's citizenship programs.

The Government Remuneration Tribunal (GRT) plays a crucial role in relation to salary determinations for all public and civil servants. In 2024, the GRT completed its review of the 2017 salary determinations and new determinations for both public and civil servants were made. On 17 December 2024, the new GRT determination was officially launched and its implementation commenced on 20th December 2024. This can be considered as a huge achievement not only for GRT, but the whole of government in 2024.

Despite the challenges, the Government of Vanuatu is happy and proud of the achievements that all the men, women, youth and children from Vanuatu, including our development partners, made over the last 44 years. The 44th Independence Anniversary was a significant occasion for us because a high government delegation from Papua New Guinea (PNG) that included the former commander of the PNG Kumul Defense Force, Sir Ted Diro, who assisted the country during the rebellion, particularly in Santo, leading up to the independence of our country. Thus, as a nation we are grateful for the Government of PNG's assistance in 1980 and proud that we are maintaining and strengthening our relations with all our Melanesian member countries.

Moreover, a significant milestone achieved in 2024 was the implementation of the National Referendum Act of 2023. A nation-wide referendum on the proposed constitutional 8th amendment was held and the people voted in favor of the constitutional amendment, as one of the mitigation measures to address instability. Notwithstanding the political landscape of 2024, prudent and stringent management measures were deployed and implemented to curb political instability and foster collaboration between the Government and Opposition that resulted in the successful national referendum. Despite these efforts, political instability persisted, which led to the dissolution of parliament by the President of the Republic of Vanuatu in late November 2024. A Caretaker Government was established to administer the affairs of the country for the remainder of 2024.

Regardless of the political upheaval and a Caretaker Government towards the end of 2024, exceptional leadership was demonstrated by the Government to ensure in-depth dialogue and consultations were undertaken to see a national referendum and made tough decisions in relation to the country's national airline (AVOL) in 2024.

With the challenges encountered and achievements made in 2024, let us be reminded that Vanuatu is a Developing Country with new level of development aspirations, and we should embrace it, and prepare ourselves for our next development stages.

I would like to take this opportunity to acknowledge all staff of the Prime Minister's Office for their tireless efforts and commitment in not only addressing the challenges, but also for the achievements made in 2024. Thank you for all your support and I encourage everyone to maintain the exceptional team spirit and to continue to strive for excellence in all areas of engagement in the year ahead.



Honourable ~~Charlotte Salwai Tabimasmias~~ SARIBO (MP)
Prime Minister
Government of the Republic of Vanuatu

Director General's Statement

I am delighted to forward to the Public Service Commission, on behalf of the Ministry of the Prime Minister and its affiliated constitutional and statutory bodies, this 2024 Annual Report in accordance with the Public Service Act (CAP 246) of 1998, as a legal requirement to inform the Government, the Parliament and the people of Vanuatu of the activities of the Ministry and what has been achieved over the past year. This annual report covers a short and concise conspectus of the activities and major achievements of the Ministry of the Prime Minister (MPM) and its respective Departments, Units and associated Agencies.

The core function of the Ministry of the Prime Minister is to set the strategic policy direction, including long term plans and medium to short term sectoral priorities, while harnessing the technical oversight of agencies under its purview to support and coordinate the whole of government approach to implementation of programs and projects. Each agency operates in accordance with its objectives and annual business plans and what you have in your hands highlights and brings together the status of their respective activities into one consolidated report.

Steering and coordinating resources for the whole of government delivery of goods and services while ensuring effective internal operations was a challenging task for all of us, the Heads of Agencies within the MPM. As you all know, the compounded impacts of the persisted political instability in the government which resulted in the dissolution of parliament in late November 2024, coupled with the devastating earthquake of December 17th 2024 caused significant adversity in nearly every aspect of our lives, and ultimately on the government-wide performance. Some of the many effects, direct and indirect, on the public sector landscape can be found in this report in terms of serving as a barrier to the implementation of our Ministry's Corporate Plan activities and Budget Narrative's service targets.

However, these challenges have given us the opportunity to test our resilience, permitting us to rediscover ourselves as public officials and institutions, and how to better strengthen our preparedness, response, and recovery governance and systems in anticipation of future threats and uncertainties. In spite of the challenges we encountered, this report presented a number of key selected achievements in 2024.

These achievements would not have been possible without all our unique contributions. I wish to commend the outgoing and former Prime Minister, Hon. Charlot Salwai Tabimasmas and the Political Advisors for not only their steadfast support in policy directions, and encouragement to the Office of the Director General and all departments in implementing the Ministry's Corporate Plan and its Annual Business Plans in 2024, but also for the magnitude of wisdom rendered towards navigating the challenges encountered, resulting in the achievements we have experienced in 2024.

I also wish to acknowledge the invaluable contributions of all Directors, Heads of Units, Secretary Generals, Senior and Junior Officers for their tireless efforts and commitment in implementing the Ministry's Corporate Plan and 2024 Business Plan. You have contributed in very unique ways in realising the implementation of the Corporate Plan and 2024 Business Plan, bringing about positive changes at the Ministry level, as well as at the sub-national and national levels.

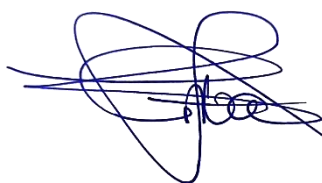
It is also equally important to highlight the fact that many of the projects accomplished and started in 2024 had stemmed from the productive partnership and support of our development partners such as the Governments of Australia, New Zealand, China, Japan, United States of America, Britain, the United Nations Agencies, and the European Union. Their various means of support, such as grants and

aid in kind towards specific activities for the Ministry, have made the overall implementation of our Corporate Plan priorities possible. The Ministry is hopeful for increased and stronger collaborations with all of its development partners in the coming year(s).

Moreover, I also wish to take this opportunity to acknowledge the essential contributions of all Directors, Heads of Units, Secretary Generals and Senior Officers involved in the final preparation and submission of their 2024 annual report inputs to my office for compilation into this Ministry Annual Report and submission to the relevant government institutions as required. Your efforts and commitments towards the Ministry's reporting is highly commended.

Because of the nature and the broad functions of the Ministry as coordinator of all government policy, planning and development assistance, including other constitutional responsibilities, the 2024 Annual Report will only provide a summary of the activities undertaken. Therefore, I encourage the general public and Government Ministries to contact the Ministry of the Prime Minister if there is a need for additional information on specific areas.

This annual report tells the story of our ambition to drive a high-performance culture, putting policy agenda setting and collaborative leadership at the heart of the MPM, remaining true to our values and purpose to ultimately deliver the National Sustainable Development Plan. I hope you will find this report informative and useful.



Mrs. Cherol Ala IANNA
Director General
Ministry of the Prime Minister



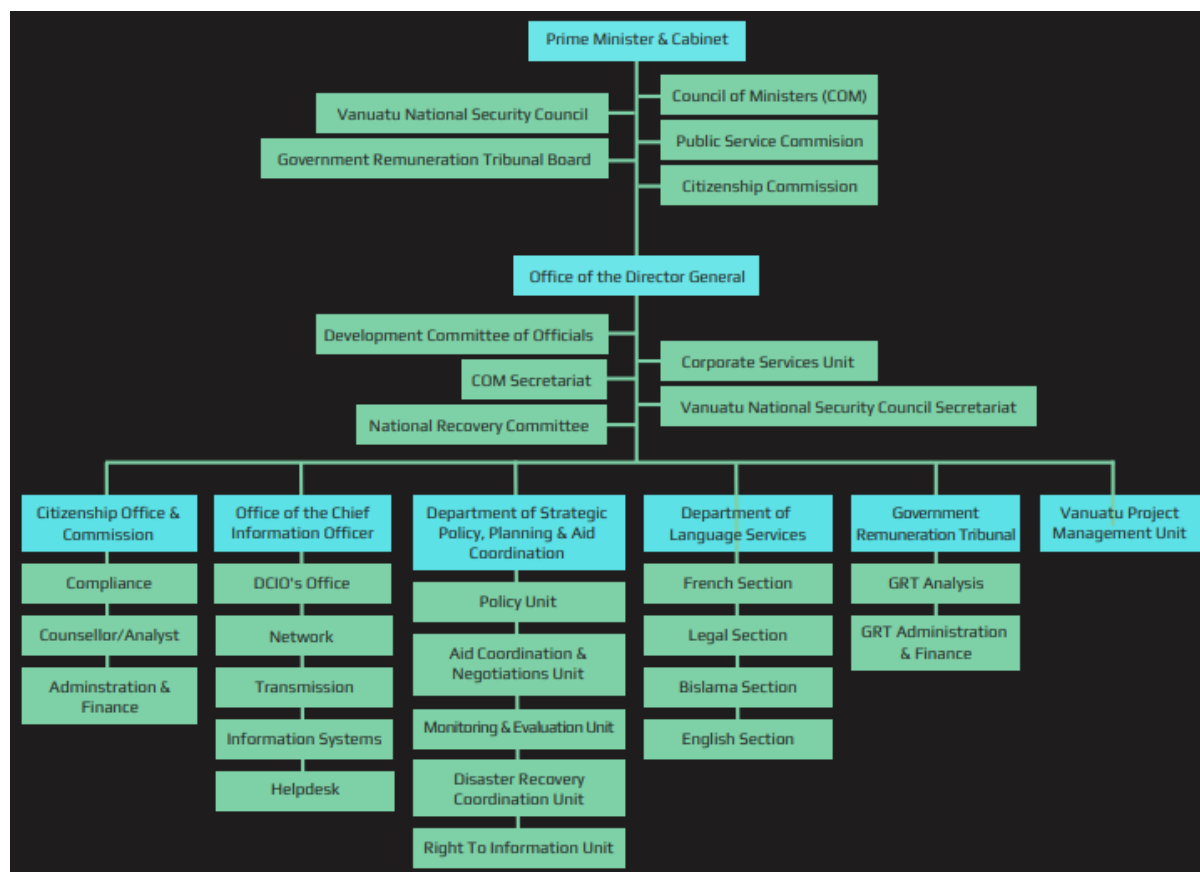
Corporate Structure

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

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

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

Figure 1: MPM Overall Organization Structure



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

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

Executive Management Members, 2024



*Honorable Charlot Salwai
Tabimasmal SARIBO (MP)*

Prime Minister
Republic of Vanuatu



Cherol Ala Ianna

Director General
Ministry of the Prime Minister



Roline Lesines Tekon

National Security Advisor
Vanuatu National Security
Council Secretariat



Esther Rory

Secretary
Council of Ministers



John Ezra

Director
Department of Strategic Policy,
Planning & Aid Coordination



Allan Liki

Secretary General
Citizenship Office &
Commission



Gerard Metsan

Chief Information Officer
Office of the Chief Information
Officer



Steward Garae

Director
Department of Language
Services



Clement Nasse

Acting Director
Government Remuneration
Tribunal



Anna Salwai

Director
Vanuatu Project Management
Unit

Corporate Overview

Vision

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

Mission

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

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

Values

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

Strategic Directions and Objectives

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

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

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

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

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

Summary of 2024 Performance Against Corporate Plan Objectives

CORPORATE PLAN OBJECTIVES	2024 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2024			
1. To effectively and efficiently manage the Ministry of the Prime Minister, the Council of Ministers, and the Vanuatu National Security Council (VNSC)	<ul style="list-style-type: none">Oversee Council of Ministers MeetingsOversee the National Security Council meetingsUndertake High level meetings and dialogues in-country, regionally, and at international levelsEstablish mechanism(s) to maintain political stabilityProvision of regular briefings to the Prime Minister on socioeconomic and political developmentsAdminister meetings, travels and visits of the Prime MinisterObservance of the Public Finance and Economic Management ActCoordination of PM’s Cabinet staff	<ul style="list-style-type: none">Office of the Hon. Prime MinisterDirector General’s OfficeCOM SecretaryVanuatu National Security Council Secretariat (VNSCS)	<div><div>Yet to be completed (%) as @ 31/12/24</div><div>Progressed (%) by End of 2024</div><div>Progressed (%) by End of 2023</div></div> <table><tr><td>12%</td><td>88%</td><td>83%</td></tr></table>	12%	88%	83%
	12%	88%		83%		
<ul style="list-style-type: none">Overall management of the MPMMPM Planning, Budgeting, Financing, and ReportingAdministration of MPM’s daily operations and assetsHuman resource management and performance managementCapacity building in the Ministry based on National HR Development Plan: 2020 – 2030	<ul style="list-style-type: none">Director General’s Office<ul style="list-style-type: none">Corporate Services Unit					

CORPORATE PLAN OBJECTIVES	2024 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2024
	<ul style="list-style-type: none">Information CommunicationMPM Compound Infrastructure DevelopmentInformation Technology (IT)Secretariat and administrative support to the Council of Ministers	<ul style="list-style-type: none">COM Secretary	
2. To strengthen national strategic policy and planning coordination, reporting, and donor resourcing	<ul style="list-style-type: none">Planning ProcessGovernment ProjectsDSPPAC restructuringReview of Government ActDCO/COM SOPPolicy processBudget ProcessSector and Stakeholder SupportRegional and international commitmentsAdministrationCompilation of ODA for inclusion in supplementary and annual budget; presentation to MBC as requested by DoFT/MFEMHigh Level consultations between Vanuatu and individual development partners successfully convenedMeetings held with resident development partnersDevelop joint cooperation agreements in collaboration with central agencies	<p>Department of Strategic Policy Planning and Aid Coordination (DSPPAC)</p> <ul style="list-style-type: none">Policy and Planning Unit <p>Department of Strategic Policy Planning and Aid Coordination (DSPPAC)</p> <ul style="list-style-type: none">Aid Coordination Unit	<div><div>Yet to be completed (%) as @ 31/12/24</div><div>Progressed (%) by End of 2024</div><div>Progressed (%) by End of 2023</div></div> <div><div>54%</div><div>46%</div><div>53%</div></div>

CORPORATE PLAN OBJECTIVES	2024 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2024
	<ul style="list-style-type: none"> Participate in high level and technical discussions regionally and internationally Central agencies are informed of the outcomes of the high level and technical discussions Implementation of the ODA Management Policy and the ODA Management Policy Implementation Strategy Develop the ODA Procedures Manual (Volume III) EU programs are managed and implemented in a timely manner LDC post-graduation program is managed and implemented on a timely manner ACU HR Management 		
	<ul style="list-style-type: none"> National M&E Policy and NSDP M&E Framework implementation Activities for M&E capacity building as laid out in the M&E roll-out strategy are implemented Regular M&E reports are produced and Unit running efficiently and effectively NSDP Data Gap Adequate Resourcing Skill GAP analysis Capacity building Recruitment of M&E Officer Research component scoping 	Department of Strategic Policy Planning and Aid Coordination (DSPPAC) <ul style="list-style-type: none"> Monitoring and Evaluation Unit 	

CORPORATE PLAN OBJECTIVES	2024 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2024
	<ul style="list-style-type: none"> • VNR (Voluntary National Review) • SIDS engagement • Annual Development Report (ADR) • SMART indicators in Corporate Plans aligned to NSDP • Appropriate technology for Monitoring established • Sub-national Plan (SMART) indicators aligned to NSDP • Monitoring guideline developed • Monitoring guideline training manual • VNR support • Evaluation Guidelines Standard established • Evaluation Guideline Training Manual Developed • Evaluation training guideline • 2nd NSDP 5-year Review (2021 – 2025) Planning and Budgeting • Policy Audit Guidelines Standards established • Policy Audit Guideline Training Manual Developed • Policy Audit Guideline Training • Support Head of Unit • Support Monitoring activities • Support Evaluation activities • Support Policy Audit activities • SIDS Meeting Support 		

CORPORATE PLAN OBJECTIVES	2024 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2024
	<ul style="list-style-type: none">AdministrationImplementations of the Disaster Recovery projectsField Monitoring visit of recovery project sitesConduct PDNA/Recovery Plan lessons learned workshop (LLW)Review the ROC SOPDevelopment of the PDNA Report /Recovery PlanEngagement of stakeholders to improve post disaster need assessmentRecovery legislation and policy developmentRisk transfer and scoping mechanismMainstreaming the Recovery activities	<div>Department of Strategic Policy Planning and Aid Coordination (DSPPAC)</div> <ul style="list-style-type: none">Disaster Recovery Coordination Unit	
3. To coordinate implementation of the right to access information for all and voluntary disclose of information by government agency or relevant private entity	<ul style="list-style-type: none">Increase Public Awareness on the RTI ActOrganise Right to Information Steering Committee MeetingsIncrease Government Proactive PublicationIncrease improved records management system for public bodiesAn established structure that facilitates RTI ImplementationAn establish structure under MPM	<div>Department of Strategic Policy Planning and Aid Coordination (DSPAC)</div> <ul style="list-style-type: none">Right to Information Unit (RTIU)	<div><div>Yet to be completed (%) as @ 31/12/24</div><div>Progressed (%) by End of 2024</div><div>Progressed (%) by End of 2023</div><div><div>36%</div><div>64%</div><div>53%</div></div></div>

CORPORATE PLAN OBJECTIVES	2024 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2024
	<ul style="list-style-type: none">Establish and promote RTI Web PortalIncrease RTI Training for Public OfficialsUpdate RTI Website and social Media PlatformsEstablish Office of the Information CommissionerMonitor overall progress of RTI implementation		
4. To provide language services to the Government and to raise awareness of the use of official languages	<ul style="list-style-type: none">Promote effectiveness and efficiency of institutions for improvement of service deliverySet policy and legislative directions for the GovernmentBuild institutional & human resource capacityProgress availability and accessibility of information for all	Language Services Department (LSD)	<div><div>Yet to be completed (%) as @ 31/12/24</div><div>Progressed (%) by End of 2024</div><div>Progressed (%) by End of 2023</div></div> <div><div>25%</div><div>75%</div><div>68%</div></div>
5. To digitally transform Vanuatu by encouraging digitization of services, improving Quality of Service (QoS) and affordability of broadband connectivity, increasing digital literacy, and	<ul style="list-style-type: none">Annual BudgetPayment ProcurementIncome RevenueGovernment Asset RegistryOffice SpaceOffice filingManagement MeetingsImplement proper management of OGCIO mailsImplement proper use of Govt vehicle	Office of the Chief Government Information Officer (OGCIO) <ul style="list-style-type: none">Administration and Finance Unit	<div><div>Yet to be completed (%) as @ 31/12/24</div><div>Progressed (%) by End of 2024</div><div>Progressed (%) by End of 2023</div></div> <div><div>55%</div><div>45%</div><div>65%</div></div>

CORPORATE PLAN OBJECTIVES	2024 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2024
promoting a safe and hygiene cyber space	<ul style="list-style-type: none"> • Manage Employees Leave Administration • Manage Staff Performance Appraisals • Manage Office Stationaries • Office cleaning product • Capacity building 		
	<ul style="list-style-type: none"> • Reforming OGCI0 into fully fledged department • Establishment of Digital Transformation Unit at OGCI0 • Launching Department of Communication and Digital Transformation – DoCDT • Data Protection and Privacy Bill • Launching of Data Protection and Privacy (DPP) Implementation Matrix • Harmful Digital Communication Bill • Digital Safety Authority • Universal Service Policy (USP) and creating of Universal Service Fund (USF) • National ICT development Framework • National Emergency Telecommunication Cluster Plan • Hosting ICT Days • International collaboration & partnerships 	OGCI0 <ul style="list-style-type: none"> • Policy and Compliance Unit 	

CORPORATE PLAN OBJECTIVES	2024 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2024
	<ul style="list-style-type: none"> Multi -Sector ICT collaboration TAG Meeting SMART Islands launching NIDC Meeting National Broadband Steering Committee (NBSC) Meeting National Digital Transformation Coordination Committee (NDTCC) Meeting Establishment of DAICOM as National State Own Entity Implement a new National Cloud Hosting Policy and Procure Service Solutions Implement National Digital Certification Authenticated Solution for Vanuatu 		
	<ul style="list-style-type: none"> CERTVU Incident Response (CSP1) National Cybersecurity Awareness program Cybersecurity awareness Bundle (CSP2) Cybersecurity Advisories Develop CERT Vanuatu Incident Response Emergency Communication Framework (CSP6) Develop and implement yearly capacity building and training program (CSP2) Multi-stake holder cybercrime incident response (CSP4) 	OGCIO <ul style="list-style-type: none"> CERT Vanuatu Team 	

CORPORATE PLAN OBJECTIVES	2024 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2024
	<ul style="list-style-type: none"> • GBN Security Hardening (CPS1) • GBN Security Assessment and Audit • SIEM and threat intelligence platform operation and enhancement (CSP1) • Cybersecurity Awareness Platform (CSP2) • Develop Standard Operating Procedure (SOP) (CSP6) • CERT Vanuatu Events • National Events (CSP2) • Cyber Month • CERTVU Monthly Security Bulletin (CSP2) • International engagement and Cybersecurity cooperation (CSP5) • Cybersecurity bylaws scoping (CSP6) • Cyber Security Agency • NICE Framework Capacity Building Program • Data Centre and Hosting Standards and Best Practice • Cloud Hosting Infrastructure Policy • Stakeholder participation • CERTVU SIM3 Framework Assessment • Quarterly reports 		
	<ul style="list-style-type: none"> • Systems upgrade • Infrastructure Recovery 	OGCIO <ul style="list-style-type: none"> • MIS Unit 	

CORPORATE PLAN OBJECTIVES	2024 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2024
	<ul style="list-style-type: none"> • Security hardening • Backup and Recovery • Systems Management • Capacity Building 		
	<ul style="list-style-type: none"> • Restoration of government systems • Applications Development • Digital Government Implementation • Application server farms Implementation to meet best practices • Whole-of-Government Department Support • Upgrade SQL database environment Cluster • Cloud hosting for external facing application and website • Capacity Building 	OGCIO <ul style="list-style-type: none"> • Applications Development Unit 	
	<ul style="list-style-type: none"> • Provincial Helpdesk section Upgrade and capacity building • High Quality Helpdesk Service • Restructure of existing positions, roles and salary Grades for all helpdesk staff • More Intense Training Cisco/CompTIA and/or Windows certified • Active Directory, audit and clean up 	OGCIO <ul style="list-style-type: none"> • Helpdesk and Support Unit 	
	<ul style="list-style-type: none"> • Increase Govt. Internet bandwidth 	OGCIO	

CORPORATE PLAN OBJECTIVES	2024 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2024
	<ul style="list-style-type: none"> • Improve MPLS network (User access) Link from 1G to 10G • Improve links connected to core Firewall • Improve Firewall logging and reporting • Improve (review/clean-up) firewall rules • Setup SDWAN links for remote/Island Branches • Up skill IP Network Staff • Improve Network Monitoring • Provide Network Connectivity to Systems Servers – Install new Server Switch • Improve backhaul links to Data Centers • Setup secure remote access for requested office/site/users • Design/Feasible Study on VOIP External Service • Review/Revive Data Center Cameras 	<ul style="list-style-type: none"> • Network and IP and Unit 	
	<ul style="list-style-type: none"> • Maintain all microwave transmission link to be online 24x7x365, including all transmission & network equipment on tower sites • Maintain required AC & DC power on all tower sites to be available & online 24x7x365 	OGCIO <ul style="list-style-type: none"> • Transmission Unit 	

CORPORATE PLAN OBJECTIVES	2024 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2024
	<ul style="list-style-type: none">• Maintain safety of all transmission & network equipment located at all tower sites in good working environment conditions• Maintain AC power supply (Unelco / VUI) for all Data Centres equipment, including sub-data centres, in all Provincial Headquarters• Maintenance of all fibre network links, including all Provincial Headquarters• Install new fibre network connections for new Government Offices ore relocated Government offices, when requested, including budget confirmation from Department concerned• Review to provide backup link between Lakatoro tower site & PWD Data Centre• Provide fibre network audit for Lakatoro / Luganville / Saratamata sites		
6. To effectively administer the Citizenship Act and provide secretariat and advice to the Citizenship Commission so it is recognized as competent and	<ul style="list-style-type: none">• Organisation of effective Meetings• Modernizing work processes• Modernizing Communication• Recording systems upgrade• Human management and development• Ensuring appropriate budget• Upgrade of legislative framework	Citizenship Office and Commission (COC)	<div><div>Yet to be completed (%) as...17%</div><div>Progressed (%) by End of 202483%</div><div>Progressed (%) by End of 202388%</div></div>

CORPORATE PLAN OBJECTIVES	2024 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2024
dependable commission for revenue generation to enable improved service delivery	<ul style="list-style-type: none">Promote decentralization of servicesEnsuring consistent reportingRevenue generation effortsEnsuring robust investment optionsExploring revenue streams		
7. To effectively implement the Government Remuneration Tribunal Act and provide secretariat support to the GRT	<ul style="list-style-type: none">Coordination of GRT Board MeetingsAppointment of Membership to the GRT Board (representative of Private Sector)First Job Evaluation Manual for Public Sector in VanuatuJob Market SurveyCheck List Submission from all Public sectorsSecondments to assist the review teamDepartment Recruitment to new organisation structureRent office space for review teamDetermination reviews under the Public SectorDeterminations Reviewed Judicial Service CommissionDeterminations reviewed Police Service CommissionDeterminations Reviewed Public Service Commission	Government Remuneration Tribunal (GRT)	<div><div>Yet to be completed (%) as @ 31/12/24</div><div>Progressed (%) by End of 2024</div><div>Progressed (%) by End of 2023</div></div> <div><div>79%</div><div>21%</div><div>12%</div></div>

CORPORATE PLAN OBJECTIVES	2024 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2024			
	<ul style="list-style-type: none">Number of Determinations review for Teaching Service CommissionImplementation of Remuneration of Government Structures					
8. To provide safety and security for all our peoples, through a national security system that anticipates threats, protects the nation, builds resilience, and shapes our environment in Vanuatu’s interests	<ul style="list-style-type: none">National Security Council meetingsProduce a Monitoring and Evaluation Assessment of NSC ResolutionsSSOCM meetingsProvide high-level advice to the Prime Minister on Security issuesDevelop the Vanuatu National Security Foreign Engagement StrategyDevelop a Critical Infrastructure FrameworkProvide intelligence assessments to the Prime Minister on National Security IssuesProduce the NSC Fortnightly Security UpdateProduce geospatial assessments and productsProduce speciality opensource assessments and productsProduce Joint AssessmentsDevelop the NSCS databaseDevelop the NSCS geospatial information systemHold Provincial Security Storian and Awareness campaigns	Vanuatu National Security Council Secretariat (VNSCS)	<div><div>Yet to be completed (%) as @ 31/12/24</div><div>Progressed (%) by End of 2024</div><div>Progressed (%) by End of 2023</div></div> <table><tr><td>33%</td></tr><tr><td>67%</td></tr><tr><td>91%</td></tr></table>	33%	67%	91%
33%						
67%						
91%						

CORPORATE PLAN OBJECTIVES	2024 BUSINESS PLAN KEY ACTIVITIES	RESPONSIBLE DEPARTMENTS	Progressed (%) by end of 2024
	<ul style="list-style-type: none"> • Conduct Security Focal Points Meetings • Assist with the clearance of visiting military vessels and aircraft • Capacity building of staff • Produce Standard Operating Procedures (SOPs) for NSC, SSOCM, NSCS Focal Point Meetings (FPM), Joint Assessments, NSC resolution M&E, and the NSCS office • Define the functions of the National Security Senior Officials Committee • Recruit staff as per the NSCS' approved structure and NPP • Pursue the NSCS new building • Update the NSCS website (currently at gov.vu) • Develop an NSCS Yearly Planner • Manage and update the NSCS Asset Registry • Produce a monthly unit expenditure update 		

1. 2024 Key Achievements Against the Corporate Plan Objectives

In implementing its 2024 Business Plan, the Ministry of the Prime Minister has made progressions towards achieving the key activities, outputs and ultimately the objectives outlined in its Corporate Plan 2022 – 2025. These key achievements are highlighted in table 1 below.

Table 1: Key Achievements Against MPM Corporate Plan Outputs

Progress and Key Achievements (Service Delivery) – Jan to Dec 2024	Challenges Encountered, 2024	Department Responsible
Output 1: To effectively and efficiently manage the Ministry of the Prime Minister, the Council of Ministers, and the Vanuatu National Security Council (VNSC)		
<ul style="list-style-type: none"> Overarching leadership in government policy directions Oversaw the COM Meetings and Vanuatu National Security Council Meetings Established mechanisms (e.g., assistance through CDF, accommodated government MPs in Hon. PM's overseas missions, reshuffle government ministers, etc.) in maintaining political stability. Strengthening diplomatic and development relations with both traditional development partners through bilateral and multilateral meetings (e.g., bilateral meeting with the President of France, multilateral meeting with resident development partners, etc.) Represented Vanuatu in regional and international meetings (e.g., UNGA, PIF, CHOGM, etc.) Initiated the first steps in addressing economic development for the people through discussions and negotiations with the Head of Bred Bank Group in Paris Hon. PM hosted and engaged in bilateral discussions and negotiations with visiting foreign diplomats Strong leadership and political will that fostered implementation and completion of development programs/projects in 2024. 	<ul style="list-style-type: none"> Political instability – led to parliament being dissolved by the President of the Republic of Vanuatu in late November 2024. <ul style="list-style-type: none"> Practical measures to curb political instability (e.g., Constitutional 8th Amendment – Section 17A & 17B, political party registration act, etc.) The 7.3 magnitude earthquake on 17th December 2024 – hindered government policy implementation <ul style="list-style-type: none"> Reprioritize government policy directions. Budget constraints <ul style="list-style-type: none"> Apply for additional funds through budget process 	<ul style="list-style-type: none"> Office of the Prime Minister
<ul style="list-style-type: none"> 46 DCO meetings held and chaired by DG MPM, with a total of 302 DCO/COM paper submissions in 2024. 	<ul style="list-style-type: none"> The 7.3 magnitude earthquake on 17th December 2024 – hindered successful completion of planned activities 	<ul style="list-style-type: none"> Director General's Office <ul style="list-style-type: none"> Corporate Services Unit

Progress and Key Achievements (Service Delivery) – Jan to Dec 2024	Challenges Encountered, 2024	Department Responsible
<ul style="list-style-type: none"> ○ MPM submitted 48 DCO/COM papers of which 43 were approved by the DCO meetings. • Coordinated, facilitated and attended more than 15 high-level meetings between the Hon. Prime Minister and visiting Foreign Diplomats/Dignitaries, and resident development partners. • DG provided strategic policy advice and support to the Hon. PM, VNCS, COM Secretariat, VNRS, PMO Cabinet, GRT, VPMU SC, COC, and MPM Directors during 2024. • Working relationships and partnerships between MPM and development partners maintained and strengthened through positive collaboration with the DG MPM. • DG led other high-level committees as Chairperson – SSOM, VNRS, VPMU SC, ESP's Strategic Issues Governance Group, OGCI SC, ICL Board of Directors, ICDC, & NBBSC • DG, Secretary COM, NSA, and CSU staff (i.e., EO, HRO, Finance Manager) meeting with Hon. PM regarding both policy directions and PMO administrative matters. • Continuous efforts and commitment made to ensure PMO's payments to suppliers were made in compliance to PFEM Act and regulations • Efficient and effective operational management of the Ministry through Management Meetings and operational tasks (e.g., gardening, cleaning, maintenance/repair works, finances, security, fleet management, stationery & office equipment/machines, IT helpdesk & support services, information communication, etc.) • HRM matters effectively managed which included: – Recruitment processes for CSU, LSD, DSPPAC, and OGCI, and COC were well coordinated by A/HRO; MPM staff's PMR were coordinated and facilitated effectively; Staff discipline at department/agency levels to ensure improvement of performance; MPM staff benefits and claims (e.g., Acting 	<ul style="list-style-type: none"> ○ Planned activities were rescheduled to be implemented in 2025. • Political instability which led to the parliament being dissolved by the President of the Republic which led to inaction of some planned activity. <ul style="list-style-type: none"> ○ Maintained close collaboration with Caretaker Government. • Workload, competing priorities and busy work schedules. <ul style="list-style-type: none"> ○ Review of CSU organization structure to meet demanding functions within PMO. • Collaborations with both MFEM & PSC was good, but at times delays were encountered due to busy work schedules from MFEM & OPSC. • Lengthy bureaucratic processes, and at times delay from panellists, Delay in feedback from PSC. <ul style="list-style-type: none"> ○ Continuous collaboration with OPSC, DoFT, & respective line government agencies • Last minute confirmation of PM's travelling, and Budget expended on unplanned items / activities. <ul style="list-style-type: none"> ○ Continuous collaboration with DoFT and DoFA 	

Progress and Key Achievements (Service Delivery) – Jan to Dec 2024	Challenges Encountered, 2024	Department Responsible
<p>allowances, annual leave pay-outs, arrears of salaries, severance and gratuity payments – both for public servants & cabinet staff)</p> <ul style="list-style-type: none"> • Efficient coordination and facilitation of Hon. PM and delegation's official travels (domestic and international) <hr/> <ul style="list-style-type: none"> • Attended 46 DCO Meetings and facilitated the approval of the DCO Resolutions before COM Meetings. • 57 COM meetings (22 ordinary & 35 urgent) held. <ul style="list-style-type: none"> ○ 63 COM Papers (46 ordinary & 17 urgent papers) presented by Hon. PM and approved by COM in 2024. • Records of COM Meetings held and stored in files – hard copy; e-copy; and back-up of copies • Dissemination of decisions to ministries were effectively coordinated by COM Secretariat – COM Decisions were dispatched to Ministers and DGs concern • Assisted in facilitating high-level meetings for the Hon. Prime Minister and visiting development partners 	<ul style="list-style-type: none"> • Workload vs number of staff <ul style="list-style-type: none"> ○ Recruited COM Finance & Admin Officer in 2024 • Budget constraints <ul style="list-style-type: none"> ○ An operational budget for COM secretariat has been submitted for 2025 	<ul style="list-style-type: none"> • COM Secretary
Output 2: To strengthen national strategic policy and planning coordination, reporting, and donor resourcing		
<ul style="list-style-type: none"> • The NSDP Acceleration Plan approved in late November 2024 <ul style="list-style-type: none"> ○ 3 Steering Committees were appointed by Hon. PM – Economic, Social, & Cultural Hubs • National Planning Calendar finalized and circulated to whole of Government • The National Planning Framework (NPF) was finalized and launched by Hon. PM in July 2024 • LDC consultation meeting held in Santo in November 2024 • 40 projects (GIP) reviewed and certified by PPAs • DCO/COM SOP finalized and approved by both DCO and COM, and was launch by Hon. PM in July 2024 • PPP Policy completed and launched by the Hon. PM in July 2024, and PPP bill passed by Parliament 	<ul style="list-style-type: none"> • Budget Constraint <ul style="list-style-type: none"> ○ Seek potential Funding from Donors and Development Partners • Human Resource Capacity (Shortage of PPAs) <ul style="list-style-type: none"> ○ Recruitment of Infrastructure PPAs • Political Will <ul style="list-style-type: none"> ○ Political Stability. • Instructions from Authority <ul style="list-style-type: none"> ○ Need a coordination instruction from the Authority 	<ul style="list-style-type: none"> • DSPPAC <ul style="list-style-type: none"> ○ Policy and Planning Unit

Progress and Key Achievements (Service Delivery) – Jan to Dec 2024	Challenges Encountered, 2024	Department Responsible
<ul style="list-style-type: none"> • Government Policy Priorities for 2025 has been developed and approved by COM • Policy development and analysis guidelines completed • 8 advisory notes on national issues provided to DCO/COM • All NPPs (100%) of 2025 were appraised and submitted during 2025 budget processes • 13 budget narratives reviewed <hr/> <ul style="list-style-type: none"> • 2024 Budget Book inclusive of 2024 Indicative ODA • Compilation of 2025 ODA completed with MBC presentations (2 presentations). • Contributions to final 2025 budget book (in collab. with FMIS) completed. • Finalization of remittance information to DoFT for DCO/COM in preparation for Annual Appropriation Bill • GIP forms submitted (new or updated) were recorded for reporting to the Supplementary appropriation MBC in April and again for the Annual appropriation MBC in August (15&16) • All TDCPM meetings convened, with the final Technical Development Cooperation Partnership Meeting (TDCPM) being convened on October 2024 • 5 bilateral and 4 multilateral meetings with development partners held in 2024 • Advice and direction provided to sectors for cooperation agreements • Attended regional and international high-level discussions <ul style="list-style-type: none"> ○ Part of delegation for trip to attend UNFCCC COP29 in Baku, Azerbaijan [Gov Lead for Climate Finance] ○ Report and presentation provided to MoCC on Climate Finance outcomes • <i>In collaboration with MFEM:</i> 	<ul style="list-style-type: none"> • Delays caused by competing priorities <ul style="list-style-type: none"> ○ Reprioritise activities and request assistance • Dept-wide Administration responsibilities and Unit priorities <ul style="list-style-type: none"> ○ Reprioritise activities and request assistance • Payments, planning and closure of activities were affected 	<ul style="list-style-type: none"> • DSPPAC <ul style="list-style-type: none"> ○ Aid Coordination Unit

Progress and Key Achievements (Service Delivery) – Jan to Dec 2024	Challenges Encountered, 2024	Department Responsible
<ul style="list-style-type: none"> ○ Meeting with Customs VAT: TIN Issuing to Primary Contractors, identification of internal understanding of process ○ Discussions with Accounts team on ADB loan for Fisheries assistance ○ DoFT meeting on processes for project closure ○ Consultation with GfG TAs responsible for Corporate Plan development ● <i>In collaboration with MoFAICET:</i> <ul style="list-style-type: none"> ○ Processing of Development Support Visas for GfG Phase 4 Design Team and PFM Advisor ○ Liaison on receipt of materials for earthquake (handover), HLDP meeting arrangements ○ Note Verbal of extension of Urban Roads Dev Project completed (ABMN2 roundabout to Embassy & Wharf) ○ Serbia Funding support – liaison with Arold (request for update) MoU signed and now waiting for remittance to RBV ○ Bilateral MoU for China civil air transport and traffic rights ● VISIP Review consultation with all stakeholder and development partners ● Facilitated processing of 19 GIP forms, 32 green forms processed (value: 321,544,481VUV), 57 duty exemption requests, 27 VATZRAC, 3 Development Support Visas processed, 2 JICA volunteer requests ● ODA Procedures Manual (Volume III) completed and presented to TDCPM ● EU programs are managed effectively: <ul style="list-style-type: none"> ○ CSO Mapping exercise; report completed and forwarded. Launched by VANGO ○ EDF Steering Committee meeting with EU Delegation ○ Arrangements for official closing of EDF11 		

Progress and Key Achievements (Service Delivery) – Jan to Dec 2024	Challenges Encountered, 2024	Department Responsible
<ul style="list-style-type: none"> ○ Facilitate confirmation note for the EU EDF 6th Disbursement for VaVaC program ○ Facilitate confirmation for the 15 months TA under the Vanuatu EU 11th EDF CSOTCF – TA recruited. • LSD Post Graduation program managed effectively – STS implementation matrix completed (consultation trip to Province) 		
<ul style="list-style-type: none"> • Annual sector M&E workshop on M&E and ADR conducted in November <ul style="list-style-type: none"> ○ The M&E Unit team was able to work together to set realistic timeframes for the consultancy to take place from August to October and work closely with consultants to ensure deliverables were met • 2023 ADR completed in October as per deadline • National Focal Points (NFP) meeting for SIDS hosted successfully in November 2024 <ul style="list-style-type: none"> ○ Building upon solid interagency relationships between government agencies is key for future global forums such as SIDS, etc. 	<ul style="list-style-type: none"> • Delays with meeting earlier in the year due to other priorities such as VNR, guidelines development dependent on consultants' availability • Timeliness of report submissions from sectors • Guidelines development dependent on consultants' availability • Working with UN agencies and MoFA with different timeframes and priorities was sometimes challenging • Dealing with ongoing logistical arrangements for visiting SIDS NFPS 	<ul style="list-style-type: none"> • DSPPAC <ul style="list-style-type: none"> ○ Monitoring & Evaluation Unit
<ul style="list-style-type: none"> • National Disaster Recovery Bill passed by Parliament in November 2024 • Implementations of the Disaster Recovery projects <ul style="list-style-type: none"> ○ More than 5 NRC meetings convened ○ Recovery projects quarterly report for January to December 2024 submitted to NRC ○ Two Sector coordination meeting held from January to June 2024 ○ Two separate tools were developed – the Kobo toolbox and Microsoft Power BI, and Software already purchased and ready for use. • 27 TC Harold Recovery project sites visited in three provinces, Sanma, Penama and Malampa 	<ul style="list-style-type: none"> • Capacity constraint <ul style="list-style-type: none"> ○ Need to restructure the DRCU to accommodate the high demand of service delivery to the citizens. • Resource mobilization for recovery programs and activities across all government sectors and private sectors. There is no government allocated budget for recovery, rehabilitation and reconstruction programs. <ul style="list-style-type: none"> ○ Government needs to appropriate the budget for the recovery programs in the upcoming parliament sitting for 2025. 	<ul style="list-style-type: none"> • DSPPAC <ul style="list-style-type: none"> ○ Disaster Recovery Coordination Unit

Progress and Key Achievements (Service Delivery) – Jan to Dec 2024	Challenges Encountered, 2024	Department Responsible
<ul style="list-style-type: none"> Engagement of stakeholders to improve post disaster need assessment <ul style="list-style-type: none"> Discussion initiated with several stakeholders from regional organizations such as SPC, UNDP and Local government agencies in 2024. Consultation completed for Adaptive Social Protection; National Task Force established Mainstreaming the Recovery activities - One Steering committee held for Disaster Risk Financing Policy DRCU is part of the committee held in June 2024 		
Output 3: To coordinate implementation of the right to access information for all and voluntary disclose of information by government agency or relevant private entity		
<ul style="list-style-type: none"> RTI Unit carried out awareness on Emau, Pele, Nguna, Malo and Emae islands and at Mele village and Teouma Bush on Efate. RTI Unit website and social media is updated monthly Throughout this year RTI educational resources have been produced, printed and distributed. This includes the poster "Hamas Vatu we Kaonsela I stap risivim" The RTI Unit participated in a lot of Press Conferences with the local media and television including the sister toktok program. RTI Unit continues partner with Transparency International Vanuatu in promoting RTI and establishing the Information Commissioners Office. An administrative circular on proactive publication was circulated in June 2024. RTI Unit conducted a large RTI Officers training in July 2024. This training covered RTI, Proactive publication and Records management Records Management survey is completed for all Government agencies. RTI Unit continues to provide monthly reports to the RTI Steering Committee and the Director of DSPPAC. 	<ul style="list-style-type: none"> When carrying our activities we learn that certain amount of funds had been diverted as contribution to DSPPAC's new vehicle. This was made without prior consent of RTI Unit head and obviously disturbs the Unit's Business Plan. <ul style="list-style-type: none"> RTI Unit budget must be spend only after consent is given by the Head of the Unit. Finance Administrator (DSPPAC) must not dictate how funds are used without the knowledge of RTI Unit Manager. Lack of Office Space <ul style="list-style-type: none"> The RTI Unit to be allocated a bigger office space or find and rent an office space outside the MPM compound. RTI Steering Committee is without a chairman following resignation of former chairperson <ul style="list-style-type: none"> DG (MPM) to propose new nomination for appointment by PM 	<ul style="list-style-type: none"> DSPPAC <ul style="list-style-type: none"> Right to Information Unit

Progress and Key Achievements (Service Delivery) – Jan to Dec 2024	Challenges Encountered, 2024	Department Responsible
Output 4: To provide language services to the Government and to raise awareness of the use of official languages		
<ul style="list-style-type: none"> • All translation requests received during 2024 were completed – all general documents received were translated into French, English, and Bislama • All legal documents received in 2024 were translated into French, English, and Bislama • All interpretation requests received are attended to – even though less than 5 services per quarter of 2024 • 100% of translated documents were revised and proofread before disseminating to concern clients (government departments) • Partnership Strategic Plan has been progressively implemented • National Language Policy Strategic Plan has been progressively implemented in 2024 • Bislama Standardization Policy and Strategic Plan being progressively implemented in 2024 • LSD undertook language awareness on Santo (South & East), and Malekula (Southwest Bay), as well as during the Public Service Day in August 2024 (students & public) 	<ul style="list-style-type: none"> • 2 positions are yet to be filled - re-advertised twice but no satisfactory applications. <ul style="list-style-type: none"> ○ PSC to advise on other means of recruitment • OGCI0 yet to host the LSD Database <ul style="list-style-type: none"> ○ Communications have been re-established with OGCI0 on the matter • OAG drafters not responding to follow-ups on the finalization of the Bill of the Language Act. <ul style="list-style-type: none"> ○ Waiting for drafters to respond on DG’s follow-up 	<ul style="list-style-type: none"> • Language Services Department (LSD)
Output 5: To digitally transform Vanuatu by encouraging digitization of services, improving Quality of Service (QoS) and affordability of broadband connectivity, increasing digital literacy, and promoting a safe and hygiene cyber space		
<ul style="list-style-type: none"> • 2024 operational budget allocated for planned activities in 2024 BP, and DCDT’s 2025 budget entered in VBMS and approved by MBC • Payment and procurement procedures followed and control budget spending effectively • Government Asset Registry updated - Complete the MFEM Asset registry form for Assets payment LPO • Filing system for important and confidential office documents in place - Filing in progress in electronic copies and the hard copies file away • Management Meeting was an ongoing activity 	<ul style="list-style-type: none"> • Competing priorities, insufficient human resource capacity, and workload • Timeliness of funding availability 	<ul style="list-style-type: none"> • DCDT <ul style="list-style-type: none"> ○ Administration and Finance Section

Progress and Key Achievements (Service Delivery) – Jan to Dec 2024	Challenges Encountered, 2024	Department Responsible
<ul style="list-style-type: none"> Office stationaries were effectively managed New name of department – DCDT launched by Ministry of Prime Minister on Friday 22nd November 2024. Digital Transformation Unit within the OGCI0 PMO was launched in November 2024 Data Protection and Privacy Bill passed by Vanuatu Parliament and Gazette for Data Protection and Privacy Act No. of 2024 Data protection & Privacy Implementation Matrix launched in Q1 of 2024 Harmful Digital Communication Bill passed by Vanuatu Parliament and Gazette for Harmful Digital Communication Act No. of 2024 Digital Safety Authority Bill passed by Vanuatu Parliament will be Gazette for Digital Safety Authority Act No. of 2024 National ICT Digital Government Masterplan has been launched by Ministry of Prime Minister on 26th September 2024 National Emergency Telecommunication Cluster Plan – OGCI0 has completed and has a National Telecommunication Cluster Plan in place and implementation is ongoing Successfully Hosting ICT Days event for 2024 - This is completed, host at the National Convention Centre, Port Vila in May 2024 International collaboration & partnerships <ul style="list-style-type: none"> In 2024, the DCDT has been engaging and attending to International and Collaborative Partnership engagements and trainings Multi -Sector ICT collaboration <ul style="list-style-type: none"> Successfully held meetings with other stakeholders including schools, government agencies, and the public Also attend to radio awareness programs on certain Polices Work with Other Government Agencies and Donor Partners on certain Programs including, CEIT, Data Protection and Privacy, Harmful Digital Communications and Digital 	<ul style="list-style-type: none"> Despite the budget constraints the Policy unit has encountered this year, we have done our best to deliver on some of the initiatives <ul style="list-style-type: none"> Implementation requires more resources and commitments from all agencies – hence required effective coordination from all government agencies Further considerations in aligning resources and budget and political will has to be done on those with red and delayed actions. <ul style="list-style-type: none"> Effectiveness to achieving the projected outcomes and to meeting the Vanuatu National Sustainable Development Plan 2030 can be challenging Political will to establishing the COM Decisions on the Red “Delayed” priorities <ul style="list-style-type: none"> Limited funds, simply will drastically affect the deliverables. 	<ul style="list-style-type: none"> DCDT <ul style="list-style-type: none"> Policy and Compliance Section

Progress and Key Achievements (Service Delivery) – Jan to Dec 2024	Challenges Encountered, 2024	Department Responsible
<p>Government Roadmap, SMART Island Project and other critical projects</p> <ul style="list-style-type: none"> National ICT Strategy – Completed most of consultations with Ministries, and Private Sector (to be launched in Q1, 2025) Actively providing incident response to all reported incident to CERT. Honeypot infrastructure 50% complete, APNIC grand application complete and was successful. Funding from APNIC will be available next year to complete the infrastructure. Continues collaboration with the international partners on providing capacity building towards local ICT industry and society developments Over 200 reported cases by the public to CERTVU during this year. Actively providing awareness on Radio talk show in collaboration with Radio Vanuatu VBTC every Friday. Conducted public awareness on 19th June 2024 to celebrate CERTVU 5 years of existence Collaborated with NGOs particularly World Vision and Youth Challenge Vanuatu to do awareness raising in rural communities of Efate. Deliver one training session with the World Vision Vanuatu staffs Successfully conduct a 1-week Incident response for all stakeholders at the Ramada Resort in collaboration with the Retrospect Lab team from Australia. All required installation work for SIEM and threat intelligence platform completed successfully and the SIEM is active CERT continues to provide technical assistance to the Law enforcement in addressing cybercrime - 30 active cases all together - most of these cases are cyber enable cases (online abuse) 	<ul style="list-style-type: none"> Financial constraint <ul style="list-style-type: none"> Increase CERTVU Budget Very limited staff to carry out different task and roles, which may result in some tasks are not completed <ul style="list-style-type: none"> Recruitment of the other CERTVU position is priority 	<ul style="list-style-type: none"> DCDT <ul style="list-style-type: none"> CERT Vanuatu

Progress and Key Achievements (Service Delivery) – Jan to Dec 2024	Challenges Encountered, 2024	Department Responsible
<ul style="list-style-type: none"> • SOP for Different Incident – phishing and malware response playbook completed • Continues collaboration with other Govt. Agencies to deliver cyber awareness <ul style="list-style-type: none"> ○ ICT Day; PSC Day; National Agriculture week; IDRR; International Standards day; Youth and Development Day • Continues collaboration with the PaCSON Awareness Raising group • Published 50 technical advisories for public to address common security vulnerabilities on different systems and platforms. • Complete the SOP for the IR Communication framework • CERTVU continues participation in Regional and international arena with regards to addressing cyber security <ul style="list-style-type: none"> ○ PaCSON; CISA; PILON; TRENDMICRO; DEVELOPMENT PARTNERS; APNIC; CERTNZ; ITU; APCERT; FIRST • Actively provided assistance and support towards our other key stakeholders. 		
<ul style="list-style-type: none"> • Worked with departmental IT staff to upgrade servers from Windows Server 2012 to Windows Server 2019 • New servers and storage hardware installed – Rack mount and install systems and commission for use • Segmentation of servers implemented – Network segmentation by department (on track). • 2-Factor Authentication successfully implemented in all internets facing application - Servers in the DMZ are being configured with 2FA for security (on track) • Security Audit of systems - Audit all systems were being carried out to improve security (on track) • Review of Security handbook (on track) • An immutable backup repository is implemented - Building a repository for security (on track) 	<ul style="list-style-type: none"> • Budget <ul style="list-style-type: none"> ○ Priorities funding and improve process to fast-track payment • Workload <ul style="list-style-type: none"> ○ Staff overloaded with tasks which causes delays in some of the activities 	<ul style="list-style-type: none"> • DCDT <ul style="list-style-type: none"> ○ MIS Section

Progress and Key Achievements (Service Delivery) – Jan to Dec 2024	Challenges Encountered, 2024	Department Responsible
<ul style="list-style-type: none"> • License renewals - Review of licenses and upgrade • AD Management - Delegated management of OUs to departmental ITs • Email M365 Management – progressively implemented • Servers Management - New servers built from hardened images - Install new servers according to the standard operating environment (on track) 		
<ul style="list-style-type: none"> • All government systems have been Restored - Remaining application systems affected by the Ransom ware attack were fully restored in 2024 • Upgrade SQL database environment Cluster - Upgrade and restore current SQL database environment to meet updated SOE – completed for 2024 • Applications Development - Development of applications and websites as per requests from line agencies were progressing well in 2024 • Digital Government Implementation - Developed and supported implementation of digital government solutions for government agencies as prioritised by the Digital Government Roadmap • Whole-of-Government Department Support - Continue support of maintaining web applications and websites 	<ul style="list-style-type: none"> • Budget <ul style="list-style-type: none"> ○ Priorities funding and improve process to fast-track payment • Workload <ul style="list-style-type: none"> ○ Staff overloaded with tasks which causes delays in some of the activities 	<ul style="list-style-type: none"> • DCDT <ul style="list-style-type: none"> ○ Applications Section
<ul style="list-style-type: none"> • High quality helpdesk services provided. This is an ongoing process. As problem arise each day, so does the services and support for government clients. All in all, completed each day, and renewed the following day. • Active Directory, audit and clean up - Completed for 2024 and Ongoing – AD is always changing with PC’s added, PCs deleted, Name changes etc <ul style="list-style-type: none"> ○ As new users are added in each day, the Active Directory must be clean up. Normally at the end of each week. 	<ul style="list-style-type: none"> • Process of locating funds can be a burden sometimes. As OGCIO operations has incurred higher expenses, due to more, added equipment and services to our global network, hence our electricity has skyrocket. Funds have been pulled out from each core center, to meet these critical expenses. So continually of some of our tusk, mention above has slowed down, or even delayed <ul style="list-style-type: none"> ○ Allocate more funds to Core center 57AA for electricity, broadband internet, and so we don’t have to chip in and assist with assisting, administration with the bills, which we originally 	<ul style="list-style-type: none"> • DCDT <ul style="list-style-type: none"> ○ Helpdesk & User Support Section

Progress and Key Achievements (Service Delivery) – Jan to Dec 2024	Challenges Encountered, 2024	Department Responsible
<ul style="list-style-type: none"> Restructure of existing positions, roles and salary Grades for all helpdesk staff - 2 staff have been transferred out from Helpdesk section, and now station with 'Application Unit, and IP network Unit' this is a step up from their normal positions, and status. Interns has now been trained to take over their positions. 	<p>allocated for some of our tasks mentioned above. Also, additional support in the province, should boost efficiency, and reduce downtime.</p>	
<ul style="list-style-type: none"> New internet link is online, old link has been decommissioned Setup Remote Access for Gov Office Users - Completed for 2024 Network switches have been installed at SITA DC – completed. Improve MPLS network (User access) Link from 1G to 10G - Design completed and materials + license purchased Improve links connected to core Firewall - Main Links completed VoIP extensional service design and feasibility study completed Data centre cameras reviewed and revived – completed Setup SDWAN links for remote/Island Branches - Banks & Ambae completed 	<ul style="list-style-type: none"> Funding <ul style="list-style-type: none"> Better Finance management. Budget needs to be spent on activities within work plan OGCIO Financial Management <ul style="list-style-type: none"> OGCIO Financial management needs improvement in order to avoid late payments and overspending on outside activities GBN Security Hardening <ul style="list-style-type: none"> Due to GBN System attack, OGCI0 with network security contractors are heavily undergoing GBN network uplift which took much of IP Network work focus. Once this is completed, more focus on planned activity 	<ul style="list-style-type: none"> DCDT <ul style="list-style-type: none"> Network and IP Section
<ul style="list-style-type: none"> Monitor & Maintain all GBN segment links to be online 24x7x365 Safety of all transmission & network equipment are maintained and in good working conditions. All AC power supply (Unelco / VUI) is maintained, and all equipment for data centers & sub-data centers are online. Monthly service maintenance of for all standby generators for data centers in Port-Vila & Santo – Monitor & maintain available & reliable AC power supply to data centers equipment All data centers & sub-data centers are online. Quarterly service maintenance of all air cons unit Monthly service maintenance of all main data center standby generators 	<ul style="list-style-type: none"> The control of financial expenses limitation imposed by DoF to control cash flow, this has delayed some our planned tasks activities <ul style="list-style-type: none"> Required available budget to carry out normal operational tasks' activities Our Vodafone Sola link has been offline due to lightning that damaged Vodafone equipment, affecting our link to Sola Provincial Head Quarter, since February 2024 <ul style="list-style-type: none"> Vodafone has yet to restore back our Vodafone link to Sola Province to be online. The issue has affected the VOIP Service in Sola Province. Vangov link has been restored using Star Link from NDMO Sola but is now back offline due to removal of license. 	<ul style="list-style-type: none"> DCDT <ul style="list-style-type: none"> Transmission Section

Progress and Key Achievements (Service Delivery) – Jan to Dec 2024	Challenges Encountered, 2024	Department Responsible
<ul style="list-style-type: none"> • Maintenance of all fiber cable network are maintained – Repair the damaged fibers cables to restore fiber cable network connectivity back online (on track) • New fiber connection to new Government offices is provided, when receiving request for fiber connection – Purchase new fiber cables & accessories, and provide fiber installation (on track) 	<ul style="list-style-type: none"> • The recruitment of Power & Logistic Officer still yet to be recruited <ul style="list-style-type: none"> ○ Panel members have completed the recruitment process and awaiting PSC to make formal appointment. Due to delay, the selected candidate has refused his appointment 	
Output 6: To effectively administer the Citizenship Act and provide secretariat and advice to the Citizenship Commission so it is recognized as competent and dependable commission for revenue generation to enable improved service delivery		
<ul style="list-style-type: none"> • Upgrade of legislative framework - Review of Citizenship (Amendment) Act passed by Parliament in 2024 • More than 2 Citizenship Commission meetings conducted <ul style="list-style-type: none"> ○ Meeting minutes prepared; resolutions actioned, and reports prepared for next Commission meetings • An induction meeting was conducted with agents <ul style="list-style-type: none"> ○ Induction minutes drafted and resolutions actioned, and Prepare for Ad hoc meetings with agents • COC held 1 meeting with stakeholders <ul style="list-style-type: none"> ○ Meeting minutes drafted and resolutions were actioned, Progress reports produced in preparation for future meetings • Website information contents kept up to date <ul style="list-style-type: none"> ○ Website contents were effectively managed and coordinated, and Usage report on the website has been developed for the developer and Commission for future improvement of outcomes • Revenue generation efforts - Managed and coordinated the implementation of programs or activities that contributed to generate revenue in 2024 <ul style="list-style-type: none"> ○ A budget against income revenue avenue has been developed 	<ul style="list-style-type: none"> • Citizenship by Investment Program Challenges (CIIP) <ul style="list-style-type: none"> ○ Need for stable fees to allow for smooth monitoring and evaluation by the Citizenship office and Commission • Limited number of staffs <ul style="list-style-type: none"> ○ Need to recruit more staffs based on the current structure • EU VISA Waiver suspension <ul style="list-style-type: none"> ○ Ongoing suspension of EU visa waiver agreement needs to be address diligently by the citizenship office and other relevant authorities. More dialogue must be established at the government level. • Revenue proportionates affected <ul style="list-style-type: none"> ○ Revenue collection target was not archived. Therefore, the current trend and fees of all investment programs must be reviewed • Citizenship Database system <ul style="list-style-type: none"> ○ Need to improve the current database system to capture all features within the citizenship program components • Office Space 	<ul style="list-style-type: none"> • Citizenship Office and Commission (COC)

Progress and Key Achievements (Service Delivery) – Jan to Dec 2024	Challenges Encountered, 2024	Department Responsible
<ul style="list-style-type: none"> Exploring revenue streams - Coordinated and managed any government initiatives put forward for revenue initiative <ul style="list-style-type: none"> Developed guidelines to achieve revenue outcomes Implemented tasks for revenue purposes 	<ul style="list-style-type: none"> Currently need bigger office space due to increasing number of applications and recruitment of staffs 	
Output 7: To effectively implement the Government Remuneration Tribunal Act and provide secretariat support to the GRT		
<ul style="list-style-type: none"> Coordination of GRT Board Meetings – More than 6 GRT Board Meetings were held in ensuring the GRT determination 8 of 2024 was approved, launched and implemented Determination awareness under the Public Sector – Placement profile from old 2017 determinations to New 2024 determinations completed and actual implementation in progress Determinations awareness Judicial Service Commission – Actual implementation in progress Determinations awareness Police Service Commission – Actual implementation in progress Determinations awareness Public Service Commission – Actual implementation in progress Implementation of Remuneration of Government Structures – Actual implementation in progress 	<ul style="list-style-type: none"> Heavy workload and staff shortfall <ul style="list-style-type: none"> Requested assistance from OPSC to allocate human resources to undertake the review of GRT Determination Unforeseen circumstances have hampered achievement. Resources <ul style="list-style-type: none"> Government Ministry does not have funds resources or takes time to approve funding 	<ul style="list-style-type: none"> Government Remuneration Tribunal (GRT)
Output 8: To provide safety and security for all our peoples, through a national security system that anticipates threats, protects the nation, builds resilience, and shapes our environment in Vanuatu's interests		
<ul style="list-style-type: none"> Meeting of the Vanuatu National Security Council – 12 out of 12 Meetings Held Meeting of the National Security Officials Committee – 11 Senior Security Officials Committee Meeting Held High-level security advice provided to the Hon. Prime Minister on a weekly basis. Vanuatu National Critical Infrastructure Framework endorsed by SSOCM 	<ul style="list-style-type: none"> CSU's delay in progressing the NSCS recruitment of 3 staff <ul style="list-style-type: none"> Follow up with the CSU and OPSC Lack of Quorum to convene NSC Meetings <ul style="list-style-type: none"> Flying Minutes Budget constraints <ul style="list-style-type: none"> Reprioritization of Activities Political Instability <ul style="list-style-type: none"> Proper briefings to all Governments to ensure the smooth implementation of priority deliverables 	<ul style="list-style-type: none"> Vanuatu National Security Council Secretariat (VNSCS)

Progress and Key Achievements (Service Delivery) – Jan to Dec 2024	Challenges Encountered, 2024	Department Responsible
<ul style="list-style-type: none"> • 4 Interactive and Static geospatial products completed – Eratap disputed area, strategic buildings Port Vila, critical infrastructure Port Vila, and traffic congestion Port Vila • 5 Open-Source products completed - Zaporizhzhia Nuclear Power Plant, Middle East Conflict and its impacts on the Vanuatu Supply Chain, Killings in Port Vila, Referendum legal challenge prospects, and US Elections predictions and impacts on Vanuatu's national security • 1 Provincial Security Storian and Awareness held in Santo from the 15th to 17th April 2024 • Assisted in coordinating and facilitating the successful clearance for 43 vessels and aircrafts as at 31/12/2024. • 4 Security Focal Points meetings conducted. • NSCS Asset Registry maintained. • 12 intelligence assessments completed and submitted to the Hon. Prime Minister • NSCS 2025 yearly planner produced and circulated to stakeholders • 24 fortnightly security updates produced and shared with stakeholders • Successfully facilitated six (6) trainings for Security Officials and NSCS staff 	<ul style="list-style-type: none"> • Office space <ul style="list-style-type: none"> ○ Work with the space allocated while waiting • Natural Disaster <ul style="list-style-type: none"> ○ SOP in place and readiness to operate remotely to ensure the smooth running of a SSOCM and NSC Meeting during a disaster • Cyber Activities <ul style="list-style-type: none"> ○ Collaborate with the DCDT/CERT to secure the NSC data • Misinformation/Disinformation <ul style="list-style-type: none"> ○ Strengthening of the Government legislation and systems • Ongoing conflicts/Geopolitics <ul style="list-style-type: none"> ○ Accurate and Update briefs, advice and position provided to SSOCM and NSC 	

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

The Ministry of Prime Minister has been mandated with the implementation of NSDP's Society Goal 6, policy objectives 6.7, 6.8, and 6.9. Due to unavailability of data during the reporting period, a brief update is being provided below:

- SOC 6.7: There has been a continues improvement in the recognition of right to Information (RTI) at the national government, provincial governments as well as at the community levels. The recognition of the importance of this right has enabled an increase in RTI requests submitted to Government agencies since the enforcement of the law in 2017. In 2024, almost 3,000 people have been exposed to RTI. This achievement came because of an increase in the number of RTI awareness in both urban and rural communities, and the number of RTI Officers practical workshops conducted on Efate and its Offshore Islands, Emae and Malo. This positive result has also reflected an increase in proactive publication and dissemination of information through websites, social media pages, and open day activities carried out by government agencies.
- To-date, two RTI Officer positions have been created under two Ministries, and
- The establishment of the Information Commissioner's Office has been progressing well in 2024. However, the earthquake in mid-December 2024 disturbed processes of recruiting the Information Commissioner, which was postponed to 2025.

SOC 6.8.1: All ODA are aligned with Government priorities and reported to the MBC as part of the Appropriation Bill and Act for 2024 – Target was achieved.

3. Performance Against Council of Ministers' Decisions, 2024

COM Decision No. / Date	Decisions to be implemented	Progress at 31 Dec. 2024	Challenges / Way forward
Decision No. 325 16 / 11 / 2024	<p>1. Note the rising trend of the cost-of-living situation in the country and consequential economic hardships due to the increase of the CPI over the past 3 years caused by global economic situation.</p> <p>2. Endorse the total costs of VT 1,972,086,210 of the New GRT 2024 Determinations for employees under each employing body and commission—Public Service Commission, Police Service Commission, Judicial Service Commission, Teaching Service Commission, Public Sector—Constitutional Bodies, and the Grant Bodies as approved by the GRT Board.</p> <p>3. Endorse and instruct the Ministry of Finance and Economic Management to implement the New GRT 2024 Determinations by December 2024 in adherence to COM DECISION No 068/2023.</p> <p>4. Maintain COM Decision of 253/2024 to freeze recruitment in the</p>	<p>Review completed in December 2024, and Tribunal approved its determination December 2024</p> <ul style="list-style-type: none"> • The new GRT determination was launched by the former PM (Hon. Charlot Salwai Tabimasmas) and Chairman of the GRT Board on 17th December 2024. • Its rollout commenced on pay period 2426 of 2024, dated 20/12/24. 	<p>Need to run awareness and trainings with HRs and Finance officers on the new methodology</p> <ul style="list-style-type: none"> • All challenges are under control and hopeful awareness will start in January 2025- December, monitoring and evaluation to December

COM Decision No. / Date	Decisions to be implemented	Progress at 31 Dec. 2024	Challenges / Way forward
	<p>first four months of 2025 and divert the budget to fund GRT implementation, followed by a supplementary submission in 2025 to fund the GRT determination cost for the remaining months of 2025.</p> <p>5. Instruct Ministry of Finance and Economic Management to assist the line Ministries to Vire funds from operations to payroll to fund the GRT implementation for the first four months of 2025.</p> <p>6. COM instruct GRT to prepare COM Paper for "Performance Standards Appraisal in line with the 2024 GRT Determination".</p>		
<p>DECISION No. 105</p> <p>01 / 02 / 2024</p>	COM approved the introduction of a new CBI program under the CIIP program for different sector and commodities	Commission Appoints different agents and Master that assigns for different against of the CIIP	<p>Too many changes of CIIP fees.</p> <p>Delay of clearance of funds by corresponding banks</p> <ul style="list-style-type: none"> Meetings and awareness held between COC and CIIP Agents.
<p>Decision No. 253</p> <p>16 / 08 / 2024</p>	2024 Cash flow brief Revenue Measures 2024 and 2025 To amend CIIP Regulation Order for revenue collection to be the same as VDSP	<p>COC already made submissions of Instructions to OAG</p> <ul style="list-style-type: none"> The submission is to amend the CIIP price be the same as VDSP. 	No responds yet from OAG
<p>Decision No. 289</p> <p>11 / 10 / 2024</p>	<p>1. CIIP Investment Productive Sector Subsidy Program (Coffee, Kava, Root Crop, Fruit and Vegetables, Cocoa, Sandal wood, Copra, Livestock, Agriculture and Marine)</p> <p>2. CIIP Account Trust</p> <p>3. National Taskforce</p>	<p>1. Different agents have sign contracts to invest in these different productive sectors.</p> <p>2. CIIP Trust Account has been created with corresponding banks</p> <p>3. National Taskforce established, and COC submitted the required report to the Taskforce</p>	<p>1. Only few agents providing reports</p> <ul style="list-style-type: none"> Meeting held with all agents <p>3. No outcome of the report or submissions to COC yet.</p>
<p>DECISION No. 190</p> <p>23 / 05 / 2024</p>	<p>1. COM endorse the 2025 Government Policy Priorities and allocation of Fiscal Space as shown in Chart 1.</p> <p>2. COM endorse TAFEA as the Cultural Hub and Tanna to Host the 2025 People and Environment Forum alongside the National Cultural Art Festival</p> <p>3. COM endorse that the Ministries align their Provincial Plan and Municipal priority services for 2025 to Government Acceleration Framework including developing and establishing frameworks of cooperation with respective provinces and municipalities to implement the Provincial & Municipal Plans.</p>	<p>1. Allocation of Fiscal Space is a guide to MBC members.</p> <p>2. Preparatory works has begun. A meeting has been held with the Nikoletan Council of Chiefs and Tafea Province to start preparing for Cultural Hub and Forum.</p> <p>3. DSPPAC are working on draft NSDP Acceleration Framework and will be finalized soon.</p> <p>4. DSPPAC and MFEM has provided guidance for Ministries for NPPs.</p>	<p>Seek potential Budget Support</p> <ul style="list-style-type: none"> An NPP has been submitted for MBCs consideration for the Establishment of the Cultural Hub. DSPPAC is also seeking potential assistance from Donor Partners.

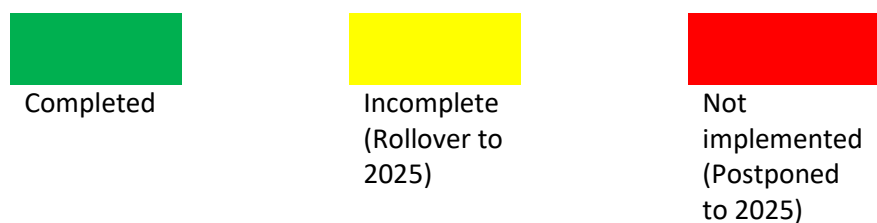
COM Decision No. / Date	Decisions to be implemented	Progress at 31 Dec. 2024	Challenges / Way forward
	4. COM mandate DSPPAC and DOFT to work with all Ministries to ensure that all NPPs are of a high quality.		
DECISION No. 193 23 / 05 / 2024	1. COM take note of the Importance of the SOP and its purpose in terms of consistency and compliance in developing DCO/COM paper. 2. COM instruct all government agencies to comply with the 27 Steps while developing a DCO/COM paper. 3. COM endorse the SOP version of V04/24 which is attached with the COM paper submission.	The DCO/COM SOP was endorsed by COM on 23 rd May 2024; The SOP was launched by the former PM, Hon. Charlot Salwai Tabimasm (MP) in late July 2024; SOP currently being implemented through DCO and COM Secretariats.	Many government ministries are yet to be in full compliance with the SOP <ul style="list-style-type: none"> Need to conduct a workshop with all relevant officers in all ministries to ensure the SOP is being implemented across whole government.
DECISION No. 192 23 / 05 / 2024	1. COM take note of the Importance of the National Planning Framework (NPF) and its purpose in terms of consistency and alignment in all government agencies planning process. 2. COM endorse the revised NPF 2024 which is attached to the COM paper.	The COM endorsed the revised NPF on 23 rd of May 2024; The NPF was launched by the former PM, Hon. Charlot Salwai Tabimasm (MP) in late July 2024.	Many government ministries are yet to be in full compliance with the NPF <ul style="list-style-type: none"> Need to conduct a workshop with all relevant officers in all ministries to ensure the NPF is being implemented across whole government.
DECISION No. 194 23 / 05 / 2024	1. COM endorse and approve that DSPPAC seek potential funding or aid in kind for the recurrent budget or donor and development partners for assistance. 2. COM endorse and approve that DSPPAC to develop a Centralized DCO Software System and seek potential funding from recurrent or from donor and development partners for the software system. 3. COM agreed that DCO Secretariat to submit an NPP of VT 5million for the operating running conduction of DCO meetings.	1. Negotiation has begun for possible assistance from our Donor Partners. 2. DSPPAC has started discussion on the software system with technical people. 3. The NPP has been prepared and submitted to MBC for consideration.	Lack of financial and technical experts <ul style="list-style-type: none"> Negotiate with development partners for assistance
DECISION No. 134 05 / 07 / 2024	Approving for the Language Services Department (LSD), under the Ministry of the Prime Minister, to coordinate the Bislama Standardization exercise	30%-50% completion of writing <ul style="list-style-type: none"> Workshops held in July, August and September to monitor the progress of writing. All related documents approved by PSC. Writers are reaching 30%-50% completion). 	Writers engaged are very busy in their normal duties and responsibilities.
DECISION No. 134 14 / 03 / 2024	Completion of National Adaptive Social Protection Policy	Policy completed and approved	None
DECISION No. 358	1. Declaration of Recovery process 2. Development of Port Vila and Efate Earthquake Recovery plan	All Decision successfully implemented	Public poor understanding on recovery process and complaints to Recovery operation Centre

COM Decision No. / Date	Decisions to be implemented	Progress at 31 Dec. 2024	Challenges / Way forward
27 12 / 2024	3. Orders to appointment recovery managers and subcommittees 4. Orders to restrict recovery areas	<ul style="list-style-type: none"> Declaration of Recovery Process made by NRC Chairperson (DG PMO), Director of DSPPAC, & Hon. Caretaker PM. The declaration was made over press conferences and through mainstream and social media Earthquake Recovery Plan completed, approved and endorsed by all relevant bodies (NRC, DCO, & COM) Recovery Managers appointed through a regulation order and Subcommittees established A regulation order was gazetted by OAG to restrict recovery areas and is still in effect. 	<ul style="list-style-type: none"> Public communication through media outlets and VBTC

1. Performance Against the Ministry's Budget Narrative and Business Plan, 2024

This section outlines the details and overall performance against the outputs (or service targets) of the 2024 Budget Narrative and Business Plan of the Ministry of the Prime Minister.

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



Summary of progress against Service Targets (ST), 2024 Budget Narrative and Business Plan

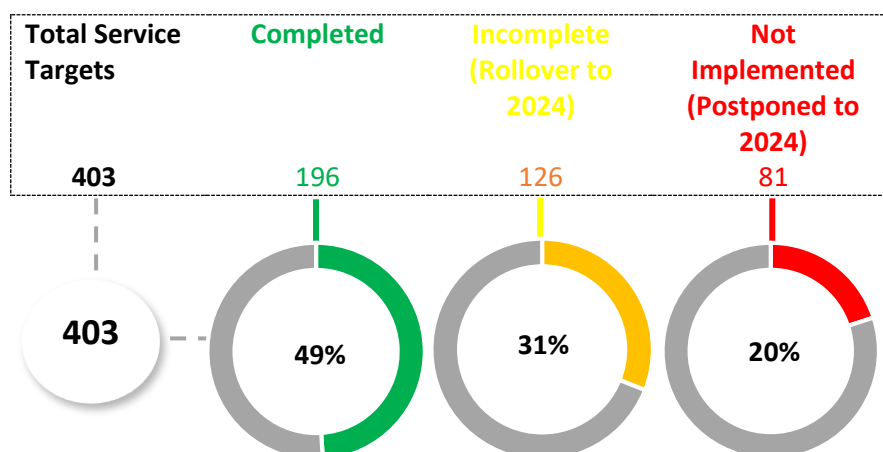







Table 2: Office of the Prime Minister - Report against Budget Narrative & Business Plan Activities

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2024	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 31 Dec. 2024 (VT)
Oversee Council of Ministers Meetings	No. of COM Meetings	30	57 COM Meetings held during 2024		46,654,189 VT	44,419,218 VT	2,234,971 VT
Oversee the National Security Council	No. of NSC meetings	4	12 National Security Council Meetings held in 2024				
Undertake High level meetings and dialogues in-country, regionally, and international levels	No. of high-level meetings and dialogues per year	5	<ul style="list-style-type: none"> Hon. PM had meetings with 5 resident development partners, and heads of regional and international (i.e., SPC, UN, EU, ADB) organizations in the country. Hon. PM met and hosted all foreign dignitaries/diplomats who visited Port Vila, Vanuatu in 2024 				
Establish mechanism(s) to maintain political stability	Stable government	100%	<ul style="list-style-type: none"> National referendum successfully held Over 10 government caucus were held at the PMO multipurpose hall to maintain government stability. Reshuffle of government ministers 				
Provision of regular briefings to the Prime Minister on socio-economic and political developments	No. of meeting briefs	10	<ul style="list-style-type: none"> Briefs on cyber security threats made by DG, CIO and NSA to the Hon. PM Briefings on high level meetings coordinated by DoFA and DG MPM made to Hon. PM The Hon. PM was also briefed on the country's economic status by DG MPM, SG & Chairman Citizenship Office, & DoFT team. 				































Administer meetings, travels, and visits of the Prime Minister	Efficient Meetings & travel logistics	100%	<ul style="list-style-type: none"> Daily PMO Cabinet staff (i.e., 1st PA, PS, Advisor, Principal Admin Officer, Office Manager & Supervisor, etc.) meeting with Hon. PM DG, Secretary COM, NSA, and CSU staff (mainly EO, HRO, Finance Officer) meeting with Hon. PM regarding both policy directions and administrative matters of the PMO. Coordinated and facilitated all the Hon. PM's travel logistics for 2024. Stationery, printing, office equipment, and telecommunications for the Hon. Prime Minister's Office facilitated Utility payments for the Hon. PM's residence and office paid Vehicle maintenance for Hon. PM and Cabinet effectively managed 				
Observance of the Public Finance and Economic Management Act	Compliance with PFEM Act	100%	Strengthened efforts and commitment to ensure PMO's payments to suppliers were made in compliance to PFEM Act				
Coordination of PM's Cabinet staff	No. of Cabinet staff meetings	10	<ul style="list-style-type: none"> Morning devotions held at the PMO Cabinet Office by Cabinet Staff Daily meetings and discussions among the Cabinet Staff. 				
					46,654,189 VT	44,419,218 VT	2,234,971 VT







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






Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2024	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2024 – Under/(Over)
1. Overall management of the Ministry of the Prime Minister (MPM)	Management meetings held and records kept in file	8	5 MPM Management meetings held between January to December 2024. It is worth noting that more than 3 management and admin matters were also discussed and agreed upon through emails		132,700,061 VT	131,466,885 VT	1,233,176 VT
	DCO, NRC, VPMU Steering Committee & other development committee meetings held, and records (minutes) kept in file.	100%	<ul style="list-style-type: none"> • 46 DCO meetings • 5+ NRC meetings • 5 ICL Board meetings • 3 Airbus Committee meeting • 4 NBB Steering Committee meeting • 4 ICD Committee meeting (Tam-tam bubble) • 4 VPMU Steering Committee meetings 				
	Policy advice to PM documented & kept in file	12	Monthly (x12) policy advice provided to Hon. PM. Nevertheless, there were more than one policy advice provided in a month				
	Hon. PM's international travel plan or itinerary in place	1	Despite delays from DoFA, the international travel itineraries were provided on a monthly bases to both the DG's Office and the Office of the Prime Minister				
	Advice provided to NSC Secretariat	100%	Weekly and monthly briefs made between the DG and NSC Secretariat				



2. MPM Planning, Budgeting, Financing, and Reporting	MPM Corporate Plan reviewed, revised and approved	1	Desktop review has commenced				
	Business Plans approved	1	MPM 2024 BP completed and submitted to OPSC on 09/04/24				
	Budget narrative updated and submitted to DoFT	1	Initial review of the departmental budget narrative was completed during planning & budget processes for 2025. Collaborated with Sector Analysts DSPPAC in finalizing the MPM's 2025 budget narrative in November 2024				
	MPM annual budget entered into VBMS on time	100%	Completed in July 2024				
	MPM annual budget presented and approved by MBC	100%	MPM's 2025 annual budget was presented to MBC in July 2024 by DG and Directors				
	MPM reports produced (AR, QR, HYR, HRM/D)	1 AR 1 HFR 3 QR 1 HDM	<ul style="list-style-type: none"> 2023 MPM AR – completed and submitted to OPSC & Parliament Q1 progress report – completed HYR – all departments provided their half year progress report Q3&4 – completed HRM report – to be included in the 2024 AR 				
	Expenditure summary reports produced	12	No monthly or quarterly expenditure report produced during the course of 2024. However, it will be produced in the 2024 AR				
3. Administration of MPM's daily operations and assets	Updated MPM asset registry (furniture, office	1	Each department has an asset registry in place, and an overall MPM asset registry will be developed in 2025				

	equipment, and vehicles)						
	MPM compound management and development plan implemented	1	<ul style="list-style-type: none"> MPM Compound Development completed Implementation pending 				
	Maintenance of MPM compound & PM residence area carried out	100%	Repair & maintenance works and compound beautification were completed for 2024				
	Documents & information recorded and kept in file (hard and soft copy, plus back-up copy)	100%	<ul style="list-style-type: none"> All 2024 documents for CSU & DG's Office were filed both electronically and in hardcopy files E-copies stored on PC, external hard drives, USBs, and government database (salmon) 				
	CSU's Errands are carried out effectively & efficiently	100%	All errands for DG's Office, COM Secretariat, CSU were effectively managed in 2024 (use of mail logbook, admin car routine board)				
	CSU and Cabinet vehicles maintenance carried out	100%	PMO and CSU vehicles, printers and brush/grass cutters were maintained/serviced according to schedule milage or dates and usages.				
	CSU and Office of the PM kept clean	100%	<ul style="list-style-type: none"> Cleaning CSU, Cabinet, PM's Office, NSCS, Multipurpose Hall, main entry to PMO building successfully undertaken in 2024, in spite of the 17 December 2024 earthquake Beautification of MPM Buildings and Compound with flowers 				
	High level security of MPM	100%	Security to MPM compound & complex was not provided to the highest level in 2024. The reason being that there was a				

	compound maintained		need to recruit two more Officer on contract bases, to assist. However, it did not eventuate.				
	Uniform procured and delivered to CSU staff	100%	Negotiations underway with supplier in Fiji. However, purchase was delayed due to change in priorities				
4. Secretariat and administrative support to the Council of Ministers	COM meeting held, and records held in file	48	<ul style="list-style-type: none"> 57 COM meetings held in 2024 – 22 ordinary and 35 extra ordinary COM meetings; A total of 63 COM Papers presented by Hon. PM and approved by COM 				
	COM Decisions circulated to DGs on time	100%	All COM Decisions of 2024 were circulated to the respective Ministers and DGs for implementation				
	All COM Secretariat positions filled	100%	COM Secretariat's Finance and Admin Officer's recruitment process completed, and an officer has been appointed by PSC to that position in late November 2024				
5. Human resource management and performance management	MPM staff leave records updated	100%	MPM staff annual leave records were partially updated in the HRMIS. The reason was that there is staff shortfall and workload, and that CSU needs a full-time HRO; Need for MPM's Finance and Admin Officers have access to HRMIS				
	MPM staff entitlements paid	100%	All MPM staff entitlement applications of were processes, approved by DG, respective Directors, and OPSC and were paid to staff concern				
	Vacant positions filled with qualified persons	100%	All recruitment processes of 2024 for DSPPAC, CSU, NSCS, LSD, GRT, & DCDT for budgeted positions were completed and new officers recruited to fill in the				




			respective departmental/agency positions				
	MPM staff performance appraisal conducted	100%	Due to competing priorities, the mid-year review of staff performance was not properly coordinated. Hence, it was incomplete. There were efforts made to complete the end of year performance reviews despite the 17 December 2024 earthquake's damage to the MPM complex				
	MPM staff awarded salary increments based on PA	100%	Salary increments for MPM staff was addressed through the new GRT Determination 8 of 2024				
	Staff disciplinary matters addressed and reduced	100%	Majority of MPM's HR issues dealt with at department levels and significant improvements by staff concern; At least 1 staff disciplinary matter was referred to OPSC Compliance Unit in 2024				
	MPM restructure needs approved by PSC	100%	<ul style="list-style-type: none"> CSU revise structure completed; Few job descriptions yet to be completed by Q1 of 2025; Submission to OPSC in Q2 2025 				
6. Capacity building in the Ministry based on National HR Development Plan: 2020 – 2030	MPM Institutional Strengthening and Capacity Building Program (HRD Plan) developed and implemented	100%	Work has commenced and progressing well – need to be completed in 2025				
	Number of staff attending further training / type	100%	The DG's Office and CSU through the A/HRO has assisted in facilitating short-term training approvals by OPSC for LSD staffs, a NSCS staff, DCDT staff, DSPPAC				








	and field of training		staffs, CSU staff, and on-the-job training for GRT staff in 2024				
7. Information Communication	MPM/VBTC contract signed and implemented	1	<ul style="list-style-type: none"> • Need to finalize and sign contract with VBTC – to be revisited in 2025 • Subscription with media outlets (e.g., VBTC, daily post, etc.) for packages of producing news of programs, events, undertaken by the MPM. 				
	MPM communication strategy developed and implemented	1	<ul style="list-style-type: none"> • Draft Communication Strategy in place – need to be finalized in 2025 				
	Ad hoc information communications activities carried out successfully		<ul style="list-style-type: none"> • Coordinated the production of the Hon. PM's official portrait • Coordinate the development and production of business cards for Hon. PM, and Cabinet staff • Coordinate the development and production of Hon. PM's 2024 Christmas card 				
	MPM programs and activities communicated through media outlets.	100%	<ul style="list-style-type: none"> • A clear and effective collaboration was established with mainstream media outlets; • Major programs and activities for the PMO were published in the daily post newspaper and VBTC • The Facebook (FB) page for the ministry has been continuously updated and events undertaken by the MPM are posted in this FB page. 				
	PMO website utilized as means	1	<ul style="list-style-type: none"> • The PMO website has been upgraded with assistance from RTI Officer & DCDT; 				






	of information sharing		<ul style="list-style-type: none"> Updated information on programs & activities of the PMO in 2024 were uploaded on the website – newsletters 				
8. MPM Compound Infrastructure Development	MPM Compound Development Plan implemented	1	<ul style="list-style-type: none"> MPM Compound Development Plan in place – need proper implementation plan and funding for implementation; VNSC & COM Building – policy and technical issues 				
9. Information Technology	IT equipment and tools updated and managed effectively	100%	<ul style="list-style-type: none"> IT helpdesk and support provided to all departments and agencies, including OAG during 2024; IT equipment and tools were upgraded twice in 2024 with the assistance from DCDT 				
					132,700,061 VT	131,466,885 VT	1,233,176 VT




ACTIVITY MPBA: Vanuatu National Security Council | Secretariat

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

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2024	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2024 – Under/(Over)
1. National Security Council meetings	Monthly meetings	12	12 Meetings convened – target achieved		8,440,383 VT	8,393,849 VT	46,534 VT
2. Produce a Monitoring and Evaluation Assessment of NSC Resolutions	M&E completed and disseminated	1	<ul style="list-style-type: none"> SSOCM M&E Consultation done on the 13th June 2024. M&E to be released in January 2024 				
3. SSOCM meetings	Monthly meetings	12	11 Meetings convened in 2024				

			1 Meeting remaining & to be convened in January 2025				
4. Provide high-level advice to the Prime Minister on Security issues	Verbal and written advice	12	Weekly Security assessments provided via Monday Security Briefings				
5. Develop the Vanuatu National Security Foreign Engagement Strategy	Engagement Strategy draft in place	1	Drafting in progress				
6. Develop a Critical Infrastructure Framework	Vanuatu National Critical Infrastructure Framework draft in place	1	Draft endorsed by SSOCM now awaiting endorsement by the NSC				
7. Provide intelligence assessments to the Prime Minister on National Security Issues	Monthly assessment	12	12 Assessments done in 2024				
8. Produce the NSC Fortnightly Security Update	Fortnightly Security Updates produced	24	24 Fortnight Security Updates published				
9. Produce geospatial assessments and products	Interactive and static geospatial products	2	4 Products completed <ul style="list-style-type: none"> Eratap disputed area; Strategic buildings Port Vila; Critical Infrastructure Port Vila and Traffic congestion Port Vila. 				
10. Produce specialty open-source assessments and products	Interactive and static open-source products	2	5 Open Source Produced <ul style="list-style-type: none"> Zaporizhzhia Nuclear Power Plant. Middle Conflict and its impacts on the Vanuatu Supply Chain; Killings in Port Vila; Referendum legal challenge prospects; 				

			<ul style="list-style-type: none"> US Elections predictions and impacts on Vanuatu's national security. 				
11. Produce Joint Assessments	Joint Assessments with other agencies	4	5 Joint Assessments conducted. 1 – Maritime Surveillance; 2 – Wars Impacts on Supply Chain 3 – Sea Shepherd Offer; 4 – WWII Unexploded Ordinances removal – Port Vila Harbour; 5 – Nakamal Agreement				
12. Develop the NSCS database	Database scoping, development, consultation, review, and integration in analysis.	1	Work in progress with OGCIO				
13. Develop the NSCS geospatial information system	System scoping, development, consultation, review, and integration in analysis.	1	Work in progress. Delay due to the late recruitment of the NSCS Geospatial Analyst				
14. Hold Provincial Security Storian and Awareness campaigns	Provincial meetings with Provincial and Area Administrator representatives	2	1 st Security Storian held in Santo from the 15 – 17 th April 2024 1 left to be either conducted in Shefa or Tafea				
15. Conduct Security Focal Points Meetings	Minutes of Security Focal Points produced	4	4 Focal Point Meetings conducted and more to be carried out based on rising security issues: 1 - 2024 Security Outlook;				

			2. Water Security; 3. Wars impacts on Supply Chain; and 4. Maritime Surveillance and Geopolitics 5. Pierre Brunet Barge				
16. Assist with the clearance of visiting military vessels and aircraft	Military vessels and aircraft visit or are denied in accordance with due process	25	43 Vessels and Aircrafts clearances done to date				
17. Capacity building of staff	Staff have the skills and capabilities they need for their work tasks	2	6 Trainings Facilitated 1. Administration and Finance Officer confirmed for the Pacific Fusion Centre Internship for 6 months, beginning from May 2024; 2. Ports and Harbor Officer Short Course in Taiwan; 3. MOH Officer Short Course in Taiwan; 4. South Pacific Intelligence Dialogue (SPID) training for 3 NSCS and 2 NIU Officers; and 5. Drone Capability Training for the NSCS and NIU Geospatial Analysts; and 6. SSOCM Members Security Leadership Training.				
18. Produce Standard Operating Procedures (SOPs) for NSC, SSOCM, NSCS Focal Point Meetings (FPM), Joint Assessments, NSC resolution M&E, and the NSCS office.	NSC, SSOCM, FPM and NSCS office SOPs are fully defined and documented	1	Draft endorsed by SSOCM now awaiting NSC's endorsement				





























19. Define the functions of the National Security Senior Officials Committee	Amendment to the National Security Act No. 41 of 2019, through miscellaneous provisions	1	Consultation commenced with the OAG on the Drafting of the Bill				
20. Recruit staff as per the NSCS' approved structure and NPP	Partial filling of the NSCS staff list in accordance with budget limits from the 2024 budget appropriation.	3	Recruitment Panel submission done to PSC. Awaiting PSC's decision				
21. Pursue the NSCS new building	NSCS building design and preliminary works	1	Finalization of paperwork by Australia				
22. Update the NSCS website (currently at gov.vu)	NSCS website functioning	1	In progress. Ongoing consultation with OGCI				
23. Develop an NSCS Yearly Planner	Yearly planner produced	1	NSCS Yearly Planner circulated to stakeholders				
24. Manage and update the NSCS Asset Registry	NSCS Asset Registry kept up to date and accurate	1	Completed and Ongoing Ongoing Activity				
25. Produce a monthly unit expenditure update	Monthly report prepared and submitted to the NSA	12	Monthly expenditure reports submitted				
					8,440,383 VT	8,393,849 VT	46,534 VT




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

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2024	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2024 – Under/(Over)
1. Planning Process	Complete Acceleration Plan <ul style="list-style-type: none"> Sectors to submit completed Acceleration Plan National Sustainable Policy Appointment of 3 Steering Committee 	1	1. Completed. All DGs and SGs has been instructed to submit their acceleration plan. 2. Completed. PM has appointed the 3 Steering Committees. 3. Sustainable Policy and Strategies is still in a draft, due to some challenges faced 4. The Acceleration Priorities has been approved later in November 2024.		23,065,552 VT	20,718,487 VT	2,347,065 VT
	National planning calendar developed and circulated	1	1. Completed. The National Planning Calendar has been finalized. 2. The National Planning Calendar has been submitted to PSC for circulation to whole of Government.				
	National Economic Forum held	1	The National Economic Forum has been postponed to next year following decision from the Economic Pillar Steering Committee.				

	Review and finalization of National Planning Framework (NPP)	1	1. Completed. Review of the NPF has been finalized. 2. Completed. It has been approved by DCO and COM. 3. NPF was officially launched by Hon. PM.				
	No. of provincial visits	6	Delayed due to budget constraint.				
	No. of Corporate Plans (CP) reviewed	13	1. Most Corporate Plan has been already reviewed. 2. Desktop Review Report has already been sent to all Ministries.				
	No. of Business Plan (BP) reviewed	47	All Ministries Business Plan has been submitted. Work underway to Align BP to the Narrative.				
	No. of Principal Policy Analysis reporting of QR & HYR	16	QR and HYR still need to be submitted.				
	No of LDC-sector meetings attended by PPAs	3	1. Continuous following up on the Implementation of LDC Strategy with Sectors. 2. LDC Consultation meeting was held in Santo in November 2024.				
2. Government Projects	No. of GIPs reviewed, approved/returned to sector for amendments	40	1. Project Appraisal is still on going. 2. So far up to 40 Project has been reviewed and approved by all PPAs.				



	No. of Sector Trainings for Acceleration in 2025	3	Delayed				
3. DSPPAC restructuring	DSPPAC's organization structure reviewed	1	Structure reviewed has been delayed due to instructions from GRT and PSC to cease all new re-structuring due to completion of the GRT processes.				
	No. of COM Policy papers analysed before DCO & COM	30	Work in progress				
4. Review of Government Act	Amendment to Government Act passed by Parliament	1	Meeting has been held with the AOG, to cater for all DG PMO Comments. AOG advises that the Act will be delayed due to the new OAG processes to March next year 2025.				
5. DCO/COM SOP	Complete draft DCO/COM SOP	1	1. Completed. DCO/COM SOP has been finalized. 2. DCO/COM SOP has been approved by DCO and COM				
6. Policy process	Policy Guideline developed	1	Completed				
	Policy analysis guideline developed	1	Completed				
	No. of advisory notes on national issues to DCO/COM	8	Completed				
	An Overall Government Machinery Reforms must	1	1. Advisory Note has been completed. 2. Requesting for an Independent GMR with possible assistance from GFG.				

	be undertaken Independently						
	PPP Bill approved by Parliament	1	1. PPP Policy Completed and Launched. 2. Legislative Framework Completed. 3. PPP Bill completed and listed in the Parliament. 4. PPP has been approved by the Parliament and has been gazetted.				
	National Policies supported by DSPPAC includes: • ECD • National Population Policy • VISIP Review • HRD Plan Decentralization	4	All the works on the Policies are on-going and in progress.				
7. Budget Process	2025 Government Policy Priorities Endorsed by COM	1	1. Consultation has been completed. 2. COM paper has been developed. 3. GPP has been approved by COM.				
	NPPs appraised for MBC	100%	Completed. Budget 2025 has been submitted to the Parliament and yet to be approved.				
	Ministries Budget Narrative are reviewed	13	Completed				
	No. of meetings with DoFT	4	2 Meetings with DOFT				

			Needs proper Coordination and arrangement of meetings.				
8. Sector and Stakeholder Support	No. of Sector Meetings attended	40	In progress				
9. Regional and international commitments	No. of regional and international meeting attended/report	6	In progress				
10. Administration	Recruitment of PPA - Infrastructure	1	Delayed due to instructions to cease new recruitment.				
					23,065,552 VT	20,718,487 VT	2,347,065 VT

ACTIVITY MCBA: Strategic Management | Monitoring and Evaluation Unit (M&E)

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

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2024	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2024 – Under/(Over)
Annual sector M&E workshop on M&E and ADR	Annual sector M&E workshop on M&E and ADR conducted	1	<ul style="list-style-type: none"> Annual sector M&E workshop on M&E and ADR conducted in November The M&E Unit team was able to work together to set realistic timeframes for the consultancy to take place from August to October and work closely with consultants to ensure deliverables were met 		10,565,708 VT	10,170,194 VT	395,514 VT
Sector consultations on indicators and ADR	2023 ADR completed	1	<ul style="list-style-type: none"> 2023 ADR completed in October as per deadline 				













			<ul style="list-style-type: none"> Ongoing discussions throughout second half of the year with M&E Focal points to ensure feedback and information gathering flows 				
Concept note and consultation on national monitoring guidelines	Monitoring, Evaluation, and Policy Audit Concept Note and draft Guidelines developed	4	<ul style="list-style-type: none"> Guidelines development dependent on consultants' availability The M&E Unit team was able to work together to set realistic timeframes for the consultancy to take place from August to October and work closely with consultants to ensure deliverables were met 				
3 National M&E Guidelines completed	Monitoring, Evaluation, and Policy Audit Concept Note and draft training manuals tested	3	<ul style="list-style-type: none"> Monitoring, Evaluation, and Policy Audit Concept Note and draft training manuals tested with M&E Focal points in October The M&E Unit team was able to work together to set realistic timeframes for the consultancy to take place from August to October and work closely with consultants to ensure deliverables were met 				
Draft M&E Unit sections of BP 2025 for DSPPAC	Draft M&E 2025 BP in place	1	<ul style="list-style-type: none"> Drafted in November The M&E Unit was able to meet before the DSPPAC Planning meeting was scheduled to do their own 2024 Year in Review and discuss and plan for the new year 				
Successful National Focal Points (NFPs) meeting for SIDS host	NFPs meeting for SIDS held	1	<ul style="list-style-type: none"> Meeting was held in November Building upon solid interagency relationships between government agencies is key for future global forums such as SIDS, etc. 				
					10,565,708 VT	10,170,194 VT	395,514 VT




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



Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2024	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2024 – Under/(Over)
Compilation of ODA for inclusion in supplementary and annual budget; presentation to MBC as requested by DoFT/MFEM	Budget Book-Vol 1&2, inclusive of donor figures	1	<ul style="list-style-type: none"> GIP forms submitted (new or updated) were recorded for reporting to the Supplementary appropriation MBC in April and again for the Annual appropriation MBC in August (15&16) Compilation of projects that need to be appropriated from new GIP forms submitted (normal development, response & recovery) Reviewing and rearranging data on APMS in preparation for reporting templates extraction (Annual appropriation prep) Dissemination of reporting templates to Ministries and DPs for verification Presentation of ODA information to MBC (over two days) Finalization and remittance of finalized information to DoFT for DCO/COM in preparation for Annual Appropriation Bill 		5,714,855 VT	4,409,625 VT	1,305,230 VT

			<ul style="list-style-type: none"> • <u>2025 Annual Appropriation</u> – Financial Emergency confirmed, and approved at DCO/COM. • Annual Appropriation – figures confirmed and DCO/COM paper developed. <ul style="list-style-type: none"> ○ Parliament dissolved and budget not passed. 				
High Level consultations between Vanuatu and individual development partners successfully convened	Number of Technical Development Cooperation Partnership Meeting (TDCPM) with development partners (with minutes)	3	All meetings convened, with the final Technical Development Cooperation Partnership Meeting (TDCPM) being convened on October 2024				
Meetings held with resident development partners	Number of bilateral meetings with bilateral and multilateral partners (with notes)	5 bilateral meetings 4 multilateral meetings	<p>Completed (target for 2024 surpassed)</p> <ul style="list-style-type: none"> • DFAT- project closure on TC Pam projects (Health) • Chinese Emb. – batch of materials requested by PMO. Meeting to discuss update on the multipurpose patrol boats. Final 2024 meeting closure of year. • ILO- Meeting on the Adaptive Social Protection policy • JICA- refund of unspent funds (Education)PPP Information sharing • AFD- priority list of projects • MFAT- Discussion on draft strategic documents 				

			<ul style="list-style-type: none"> ADB- request for information on priority projects (infrastructure – wharves, jetties and roads) SWITCH-Asia Pacific meeting for project on sustainable tourism enhancement in the Pacific 				
Develop joint cooperation agreements in collaboration with central agencies	Number of cooperation agreements approved	100%	<p>Advice and direction provided to sectors for cooperation agreements:</p> <ul style="list-style-type: none"> Coordination between MoET and Japan for refund of unspent funds (Completion Reports) Meeting with UNDP on the new Governance for Resilience program – briefing on process (project linked to subnational planning) French Emb & AFD – Melsisi Hospital; Agreement between Church and MoH to be signed. Support provided to NUV 				
Participate in high level and technical discussions regionally and internationally	Number of regional & international high-level discussions attended/participated in	100%	<p>Completed for 2024</p> <ul style="list-style-type: none"> Part of delegation for trip to attend UNFCCC COP29 in Baku, Azerbaijan [Gov Lead for Climate Finance] 				
	Number of reports reflecting outcomes of high-level and technical discussions	4	<p>Completed for 2024</p> <ul style="list-style-type: none"> Report and presentation provided to MoCC on Climate Finance outcomes 				
Central agencies are informed of the outcomes of the high	Number of reports reflecting outcomes of	5 reports submitted	<p>Completed</p> <p><i>In collaboration with MFEM:</i></p> <ul style="list-style-type: none"> Meeting with Customs VAT: TIN Issuing to Primary Contractors, 				

level and technical discussions	high-level and technical discussions		<p>identification of internal understanding of process</p> <ul style="list-style-type: none"> Discussions with Accounts team on ADB loan for Fisheries assistance (N.Wells to confirm) DoFT meeting on processes for project closure Consultation with GfG TAs responsible for Corporate Plan development <p><i>In collaboration with MoFAICET:</i></p> <ul style="list-style-type: none"> Processing of Development Support Visas for GfG Phase 4 Design Team and PFM Advisor Liaison on receipt of materials for earthquake (handover), HLDLP meeting arrangements Note Verbal of extension of Urban Roads Dev Project completed (ABMN2 roundabout to Embassy & Wharf) Serbia Funding support – liaison with Arold (request for update) MoU signed and now waiting for remittance to RBV Bilateral MoU for China civil air transport and traffic rights 				
Implementation of the ODA Management Policy and the ODA Management Implementation Strategy	Number of awareness, training, provided to stakeholders, donors, and line agencies	1	<p>Successfully completed for 2024</p> <ul style="list-style-type: none"> VISIP Review consultation with all stakeholder and development partners Facilitated processing of 19 GIP forms, 32 green forms processed (value: 321,544,481VUV), 57 duty 				


			exemption requests, 27 VATZRAC, 3 Development Support Visas processed, 2 JICA volunteer requests			
Develop the ODA Procedures Manual (“Volume III”)	ODA Procedures Manual “Volume III” developed	1	Completed <ul style="list-style-type: none"> Final copy of the Operations Manual presented at the TDCPM. Printed copies to be collected Jan 2025 (Soft copy dissemination ongoing) 			
EU programs are managed and implemented in a timely manner	EU programs are managed effectively	1	Completed for 2024 <ul style="list-style-type: none"> CSO Mapping exercise; report completed and forwarded. Launched by VANGO. EDF Steering Committee meeting with EU Delegation Arrangements for official closing of EDF11 Facilitate and Coordinate appointments and logistics - Meeting with the Head of Cooperation EU Delegation Pacific mission to Vanuatu Facilitate confirmation note for the EU EDF 6th Disbursement for VaVaC program Facilitate confirmation for the 15 months TA under the Vanuatu EU 11th EDF CSOTCF – TA recruited. 			
LDC Post Graduation program is managed and implemented in a timely manner	LSD Post Graduation program managed effectively	100%	Completed for 2024 <ul style="list-style-type: none"> STS implementation matrix completed (consultation trip to Province). 			





ACU HR Management	A fully equipped unit that is capable to coordinate and support the implementation of the AMP	100%	<p>All HR aspects completed, except one vacant position yet to be filled</p> <ul style="list-style-type: none"> • NPP developed for additional Operations budget • ACU Half Yearly Report completed and submitted • ACU 2023 ADR Data submitted to M&E Unit • July, August, September monthly reports submitted to Director • Senior Aid Coordination Officer-Bilateral recruited and permanent. • Database Officer recruited and permanent. • Induction training for new officers • Unit meetings convened • 2024 PMA Section C for whole Unit in progress 				
Other duties	Extra duties are implemented	100%	<p>Completed for 2024</p> <ul style="list-style-type: none"> • Assist with 2024 Christmas message and New Year message. • Assist Director with verification of funding commitments relating to unit trade-off vehicle with Expenditure Analyst and Asset Team (DoFT) • Assistance provided to the ROC for the Recovery Process following the Earthquake disaster • Organization of the DSPPAC Planning Meeting • Compilation of the 2025 DSPPAC Business Plan • Compilation of the PSC-required disaster assessment report 				

			<ul style="list-style-type: none"> Organization of staff housing allowances (Back-pay) 				
					5,714,855 VT	4,409,625 VT	1,305,230 VT

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

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

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2024	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2024 – Under/(Over)
Increase Public Awareness on the RTI Act	Number of public awareness conducted	15	<ul style="list-style-type: none"> RTI Unit website and social media is updated monthly Throughout this year RTI educational resources have been produced, printed and distributed. This includes the poster "Hamas Vatu we Kaonsela I stap risivim" The RTI Unit participated in alot of Press Conferences with the local media and television including the sister toktok program. RTI Unit carried out awareness on Emau, Pele, Nguna and Malo Emae, islands and also at Mele village and Teouma Bush on Efate. Planned awareness activity to the Vanuatu communities in New Caledonia is cancelled due to the NC unrest. RTI Unit continues partner with Transparency International Vanuatu in promoting RTI and establishing 		5,274,730 VT	4,804,970 VT	469,760 VT

			the Information Commissioners Office.				
Organise Right to Information Steering Committee Meetings	Organize Right to Information Steering Committee Meetings	3	RTISC met two times in 2024. The delay in accessing budget and restrictions on the budget expenses resulted in the third meeting not happening.				
Increase Government Proactive Publication	Number of publications by Government Agencies	1	<ul style="list-style-type: none"> An administrative circular on proactive publication was circulated in June 2024. Proactive publication training was delivered as part of the RTI Officers training in July 2024. Assessment of Government websites completed in December 2024. The report will not be published until agencies are visited by the RTI Unit in 2025. 				
Increase improved records Management system for public bodies.	Number of agencies with improved records management systems	1	<ul style="list-style-type: none"> Records Management training provided as part of the RTI Officers training in July 2025. PARBICA invoice was paid in April 2024. RTI Training report is available on the RTI website. Records Managment survey is completed for all Government agencies. The report is available on the RTI website. 				
An established structure that facilitates RTI Implementation	Number of RTI Positions formalised	3	GRT team have been occupied with the GRT review therefore renumerations are still on hold. But we do have 4 designated RTI Officers in 4 ministry in previous year				























An establish structure under MPM	A visible RTI Unit structure under MPM	1	RTI Unit Manager is currently working with the HR Officer to recruit the Education Officer.				
Establish and promote RTI Web Portal	RTI Web Portal Established, and awareness done	3	The Bewsys company in Ghana has deleted all files relating the the RTI Unit web portal therefore the RTI Unit cannot proceed further with this. In 2025 the Unit will work with a local developer to install alaveteli locally.				
Increase RTI Trainings for Public Officials	Number of trainings	3	RTI Unit conducted a large RTI Officers training in July 2024. This training covered RTI, Proactive publication and Records management				
Update RTI Website and social Media Platforms	Update website and social media	12	RTI Unit website and social media is updated on a monthly basis.				
Establish Office of the Information Commissioner	Provide support, when necessary, in recruitment of IC	3	Following a decision from the RTISC meeting the RTI Unit assisted in using funds for the IC to establish the new IC office in November 2024. The mandate given by the RTISC was to utilize IC funds to establish IC Office and purchase office equipment. This was completed. Recruitment of IC will be made in 2025				
Monitor overall progress of RTI implementation	Number of regular monthly reports	12	RTI Unit continues to provide monthly reports to the RTI Steering Committee and the Director of DSPPAC.				
					5,274,730 VT	4,804,970 VT	469,760 VT

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

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2024	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2024 – Under/(Over)
Administration	1. Number of Purchase of office equipment's 2. Number of Officers and their welfare	3 3	1. All damage equipment's have been replaced 2. New field equipment's purchased and Registered 3. Field trip and overseas travelling allowance for January to June 2024 have completed 4. Extra responsibility allowance still pending		23,065,552 VT	20,718,487 VT	2,347,065 VT
Implementations of the Disaster Recovery projects	Number of NRC meetings	6	More than 6 NRC meetings convened				
	Quarterly recovery implementation report	4	Recovery projects quarterly report for January to September 2024 submitted to NRC				
	Number of sector coordination meetings	7	At least two Sector coordination meeting held from January to June 2024				
	Number of project monitoring visits	4	Field Visit report completed and submitted to NRC				
	M&E framework tools incorporating GEDSI	1	We developed two separate tools <ul style="list-style-type: none"> The Kobo tools box and Microsoft Power BI 				

	components developed						
	Recovery project base line data developed	1	<ul style="list-style-type: none"> Recovery Project baseline data developed is in progress with preliminary data collection All recovery projects progressing well for all sectors except Health Sector. DRCU is working hard to support the implementation of all health recovery works for SANMA, Penama and Malamp province. 				
Field Monitoring visit of recovery project sites	1. Field trip	1	1. Concept completed 2. Budget allocated 3. 27 TC Harold Recovery project sites visited in three provinces, Sanma, Penama and Malampa 4. Report completed and submitted to NRC				
	Concept Note						
	2. Travel budget approved	1					
	3. Number of project sites visited	1					
	4. Report compiled	1					
Conduct PDNA/Recovery Plan lessons learned workshop (LLW)	Number of lessons learned workshop conducted	1	In progress for earthquake				
Review the ROC SOP	1. Number of reviews undertaken 2. Number of consultations undertaken	1	Post ponded the Review of the ROC SOP to 2025				
Development of the PDNA Report /Recovery Plan	1. Number of recovery plan developed	2	No cyclone occurring over this year cyclone season, the activity should be relevant for the upcoming season which				
		1					

	2. Number of PDNA report developed		begin from November 2024 to April 2025				
Engagement of stakeholders to improve post disaster need assessment	Number of workshops conducted	1	1. Discussion have just started with several stakeholders from regional organizations such as SPC, UNDP and Local government agencies.				
	Number of Sectors consulted	4					
	Types of data particularly the different Variables and Attributes finalize and approved	4					
	Database / software program – Sector recovery needs & project implementation	1	Software already purchased and ready for use.				
	Number of templates Standardize	2-4	Draft data collection template completed ready for consultation with stakeholders to get feedback and approval				
	Number of dashboards created	1	Data collection is still in progress, the dashboard can will be created upon the completion of data collection (partially completed)				
Recovery legislation and policy development	BILL drafted and passed through parliament	1	Bill passed in the parliament November 2024				





























	NDRF Implementation Plan	1	NDRF Implementation plan is still pending, we are still working to recruit a consultant to put things together.				
Risk transfer and scoping mechanism	Number of consultations with main financial inclusive stakeholders	3	Consultation completed for Adaptive Social Protection, National Task Force established, and first meeting already convened				
	Situation Analysis report on Adaptive Social Protection is develop	1	<ul style="list-style-type: none"> • Technical Paper for ASP policy is in draft ready for finalization • COM paper completed and approved by DCO 				
Mainstreaming of Recovery activities	Number of sectors plans, policy and legislation incorporating the recovery components	7	<ul style="list-style-type: none"> • One Steering committee held for Disaster Risk Financing Policy DRCU is part of the committee held in June 2024 • Participate in the Loganville town multi-Hazard Risk Mapping held in May 2024 • Participate in the Multi sector risk planning tools organized by UNOSAT and Common Sensing – held in May 2024 • Participate in the Risks cape Tool for risk planning and post disaster or recovery assessment tool. Health in May 2024 • Participate in the Understanding Risk Global Forum held in Himeji Japan. Health in June 2024 				
					23,065,552 VT	20,718,487 VT	2,347,065 VT









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

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2024	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2024 – Under/(Over)
1. Promote effectiveness and efficiency of institutions for improvement of service delivery.	1.1.1 Quality general translation services in the required official languages provided.	10,000 to 20,000 words	All general translation requests received during the year were completed without delays		13,545,753 VT	13,952,586 VT	(406,833) VT
	1.2.1 Provision of quality legal translation services in the required official languages.	10,000 to 20,000 words	Government Bills and regulation orders' translation were completed for 2024				
	1.3.1. Interpretation services provided in courts or elsewhere	2-3 interpretation services per quarter	All interpretation requests received were attended to				
	1.4.1 Documents translated by the LSD officers revised.	10 documents revised per quarter	100% achieved – 10 documents revised per quarter of 2024				

	1.5.1 Department's 2025 Business Plan developed and presented to LSD staff	1	100% achieved – LSD's 2025 BP developed and incorporated into MPM's combined 2025 BP				
	1.6.1 Budget efficiently used and financial reports provided.	4	100% achieved – 4+ financial reports produced by the Finance Officer in 2024				
	1.6.3 LSD Budget of 2025 prepared and presented to MBC.	1	100% achieved – LSD's 2025 recurrent budget was presented and approved in MBC				
	1.7.1 Prioritized equipment purchased	2-3 identified PCs (and others) to be replaced	100% achieved – old PCs (10+ years old) and office furniture were replaced with new ones				
	1.7.2 Identified library resources purchased and Library better arranged and set up in new space.	2-3 identified library resources	100% achieved – library resources were purchased and library set up and arrangement improved in 2024				
	1.7.4 G312 in good condition and managed as	1	Completed for 2024 <ul style="list-style-type: none"> Managed G312 as per the PSC Fleet management policies 				

	per PSC fleet Policy		<ul style="list-style-type: none"> Maintained the LSD vehicle, G312 				
	1.8.1 Partnership with language institutions established.	1-2 partnership agreements	On track – continue to partnership with constitutional and private institutions				
	1.8.2 Partnership Strategic Plan implemented	1	Completed for 2024 – strategic plan is being progressively implemented				
	1.9.1 Yearly report submitted to DG PMO.	1	100% achieved – LSD’s 2024 annual report provided to DG’s Office				
2. Set policy and legislative directions for the Government.	2.1.1 Bill of the Language Act completed.	1	On track - the drafting of the Bill for the Language Act is still on-going and continuous follow-ups with the Office of the Attorney General Office.				
	2.1.2 COM Paper document approved for Language Act Bill to be presented to Parliament.	1	Delayed – depending on the finalization of the Bill				
	2.1.3 National Language Policy Strategic Plan implemented.	1	Completed for 2024 – Strategic Plan of the National Language Policy is being progressively implemented				
	2.1.4 Bislama Standardization Policy implemented.	1	Completed for 2024 – Implementation of the Bislama Standardization Policy is progressing well				





	2.1.5 Bislama Standardization Policy Strategic Plan implemented.	1	Completed for 2024 - Strategic Plan for the smooth implementation of the Bislama Standardization Policy is being progressively implemented				
3. Build institutional & human resource capacity.	3.1.1 LSD structure and JDs reviewed	1 structure 22 JDs	On track – the review of the LSD structure and JDs has been completed, but yet to be finalized				
	3.2.1 In-service training undertaken by technical staff.	At least 1-2 in-service trainings	Completed since Q2 2024 – In-service trainings for LSD technical staff conducted between Q1 & Q2 in order for them to improve their capacities				
	3.2.2 Training undertaken in training institutions or VIPAM according to LSD needs.	1-2	Completed since Q2 2024 – training undertaken with private trainer				
	3.2.3 Language training offered.	1-2	Delayed				
	3.3.1 Vanuatu National Language Council (VNLC) formed.	1	On track – the formation of the VNLC is slowly progressing and will be completed in 2025.				
	3.4.1 Individual work plans for the current year established, and PMS Reports	22 staff concerned	Completed for 2024 <ul style="list-style-type: none"> Established work plans for each officer Performance appraisal of LSD staff (for each appraisal form section) 				








	appraisal submitted.		carried out and submit to PMO HRO.				
	3.5.1 Leaves maintained within the required maximum days	22 staff concerned	Completed for 2024 <ul style="list-style-type: none"> Manage efficiently the leaves of each LSD officers Control regularly the leaves of each officer 				
	3.6.1 Succession plan updated and implemented.	1	On track <ul style="list-style-type: none"> Waiting for PSC advice on way-out for two last recruitments 				
4. Progress availability and accessibility of information for all.	4.1.1 LSD Database operated.	1 database	On track <ul style="list-style-type: none"> Waiting for OGCI0 hosting of Database 				
	4.1.2 Terminology Bank populated	1 terminology Bank	On track <ul style="list-style-type: none"> Waiting for OGCI0 hosting of Database 				
	4.1.3 Technical and specific terms sent to Terminologist.	3-10 tech. terms per quarter	Completed for 2024 – target achieved				
	4.1.4 LSD Website operated.	1 website	On track – website is being populated with information				
	4.2.1 Awareness undertaken in communities.	Targeted islands	Completed for 2024 <ul style="list-style-type: none"> Conducted on South West Bay, Malekula & Santo Conducted in August during Public Service Day 2024 				
	4.2.2 Consultation on Bislama standardization	6 provinces	On track - Conducted only in August during Public Service Day 2024				






	undertaken in schools and communities.						
					13,545,753 VT	13,952,586 VT	(406,833) VT





ACTIVITY MPEA: Department of Communications and Digital Transformation (DCDT) | Finance and Administration





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





Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2024	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2024 – Under/(Over)
<i>Department: 57 Activity: 57AA MPEA Administration</i>							
Annual Budget	OGCIO's 2025 budget entered VBMS and approved by MBC	100%	Completed <ul style="list-style-type: none"> 2024 operational budget allocated for planned activities in 2024 BP 2025 budget approved by MBC 		150,122,982 VT	144,906,295 VT	5,216,687 VT
Payment Procurement	Payment and procurement procedures followed	100%	Completed for 2024 <ul style="list-style-type: none"> Control budget spending effectively. Managed and kept track on financial records Annual & ongoing process 				
Income Revenue	Targeted revenue collected	100%	In progress <ul style="list-style-type: none"> Follow-up outstanding invoices and Customers committed to settle outstanding 				
Government Asset Registry	Government Asset Registry updated	100%	In Progress <ul style="list-style-type: none"> Asset Disposal – removal of unused VSAT Antenna. 				




			<ul style="list-style-type: none"> • Apply New Asset Registry forms for purchasing orders 				
Office Space	Office renovation undertaken, and new office space located	100%	<p>On Track</p> <ul style="list-style-type: none"> • 2024 NPP budget was not approved. • Recurrent Budget cannot cover the cost. • ESP funds meet the total cost. • Recurrent budget must be prepared to absorb the rental costs 				
Office filing	Filing room established and files stored in filing system	100%	Completed for 2024 – Filing in progress in electronic copies and the hard copies file away.				
Organize Management Meetings	Number of Managers meetings	100%	<p>Management Meeting was an ongoing activity</p> <ul style="list-style-type: none"> • However, at times meetings are delayed due to unavailability of Management Team members. 				
Implement Proper management of OGCI0 mails	Mails delivered to intended recipients on time	100%	Dispatch and delivered office mail completed for 2024				
Implement proper use of Govt vehicle	Vehicles managed effectively	100%	Completed for 2024 – ongoing annual activity				
Manage Employees Leave Administration	Leave entitlements managed effectively	100%	<p>Completed for 2024</p> <ul style="list-style-type: none"> • Staff were encouraged to take annual leave 				
Manage Staff Performance Appraisals	Staff Performance Appraisals	100%	End-year review 2024 will submit by end of March 2025				






	submitted to OPSC on time						
Manage Office Stationaries	Office stationaries managed effectively	100%	Completed for 2024 – Ongoing annual activity				
Office cleaning	All OGCIO Offices kept clean	100%	Completed for 2024 – Ongoing annual activity				
Capacity Building	Develop staff skills	5	Delayed <ul style="list-style-type: none"> Budget constraints 				
Department: 57 Activity: 57AH MPEA Computer Emergency Response Team (CERT)							
CERTVU Incident Response (CSP1)	1. Mitigation of cybersecurity incidents and threats to Government, organizations, and civil society 2. APNIC Honeypot 3. Shadow Server sensor	100%	<ul style="list-style-type: none"> Actively providing incident response to all reported incident to CERT. Honeypot infrastructure 50% complete, APNIC grand application complete and was successful. Funding from APNIC will be available next year to complete the infrastructure. Over 200 reported cases by the public to CERTVU during this year. Phishing, Online scam and social media abuses are the highest reported incident. 		20,000,000 VT	19,482,494 VT	517,506 VT
National Cybersecurity Awareness program	1. Increase and improve cyber literacy 2. CSIRT Awareness to private sector	100%	<ul style="list-style-type: none"> We are actively providing awareness on Radio talk show in collaboration with Radio Vanuatu VBTC every Friday. Awareness during ICT Day Conduct public awareness on 19th June 2024 to celebrate CERTVU 5 years of existence. 				






			<ul style="list-style-type: none"> Collaborate with NOGs particularly World Vision and Youth Challenge Vanuatu to do awareness raising in rural communities of Efate. 				
Cybersecurity awareness Bundle (CSP2)	1. Deliver Awareness Bundle: Private Sector and Community 2. Business sector cybersecurity awareness manuals	100%	<ul style="list-style-type: none"> Deliver one training session with the World Vision Vanuatu staffs. Development of new guides and updating the current ones is yet to be done. 				
Cybersecurity Advisories	Addressing Cybersecurity Threats and Vulnerabilities	100%	Publish 50 technical advisories for public to address common security vulnerabilities on different systems and platforms.				
Develop CERT Vanuatu Incident Response Emergency Communication Framework (CSP6)	IR Emergency Framework Communication workshop SOP	100%	Complete the SOP for the IR Communication framework				
Develop and implement yearly capacity building and training program (CSP2)	1. PaCSO Capacity Building program 2. CERTVU National Capacity program 3. APCERT DRILL 4. National Cybersecurity Capacity	100%	Successfully conduct a 1-week Incident response for all stakeholders at the Ramada Resort in collaboration with the Retrospect Lab team from Australia.				







	Building Program 5. Capacity Building for Provincial Staff						
Multi-stake holder cybercrime incident response (CSP4)	Provide case assistance to Vanuatu Police Cybercrime unit, Prosecution, Ombudsmen office, Law firms and Woman's Centre	100%	<ul style="list-style-type: none"> 30 active cases all together working on with the VPF Most of these cases are cyber enable cases Online abuse is the most the most reported case. 				
GBN Security Hardening (CPS1)	Systems hardening Network hardening Policy development and enforcement	100%	<ul style="list-style-type: none"> Complete all 1st phase of the task with contracted international partners. Second phase of the hardening work should commence 4th quarter. However, with the limited time and resources we could not complete the second phase this year. The second phase requires collaboration with another international partners. Therefore, we will start the second phase quarter 1 of 2025 				
GBN Security Assessment and Audit	Security audit report	1	There is a delay in this task as the overall security hardening task for the GBN is not yet complete.				
SIEM and threat intelligence platform operation and enhancement (CSP1)	1. Improve SIEM System to the GBN	100%	All required installation work completed successfully and the SIEM is active now.				







	2. Intelligence Gathering						
Cybersecurity Awareness Platform (CSP2)	1. Develop a CERT awareness portal 2. Develop ISO 27001 standards awareness manual (Joint with VPS Team)	100%	<ul style="list-style-type: none"> Development of Portal complete - Pending populating with awareness materials. We will work on populating awareness guides into the Portal Q1 of 2025 				
Develop Standard Operating Procedure (SOP) (CSP6)	Development of the SOP Regulation: 1. Design and develop SOP and formalised (Generic SOP) 2. Standard SOP for Different Incident (SCAM, Malware attack)	100%	<ul style="list-style-type: none"> Complete the Playbook template. Complete development of Phishing incident response playbook Complete development of Malware playbook. This task will carry over to 2025. That is because we will need to develop different Incident response playbook for the different incident reported to CERTVU. 				
CERT Vanuatu Events	1. APNIC Cybersecurity bootcamp 2. A Day with CERTVU	100%	<ul style="list-style-type: none"> Both events hosted successfully. Register 45 students from all senior secondary school in Efate for the boot camp Provide a Certificate of participant to all participated students. 				
National Events (CSP2)	No. of national events participated in	7	Continue to involve in the national events organized by other line agencies. <ul style="list-style-type: none"> Providing cybersecurity awareness to public. ICT day done PSC day 				







			<ul style="list-style-type: none"> • E-Commerce symposium • Young Pacific Leaders Day • VLAP Youth Empowerment 				
Cyber Month	Cyber smart week activities report	100%	<ul style="list-style-type: none"> • Complete designed for the awareness campaign with other regional partners in the PaCSON awareness working group. • Deliver Cyber smart Campaign around Port Vila 				
CERTVU MONTHLY SECURITY BULLETIN (CSP2)	1. Fortnightly newsletter to all constituency 2. Regularly Update CERTVU website	12	Actively publish security bulletin on our website. All can be access by our website and Facebook page.				
International engagement and Cybersecurity cooperation (CSP5)	Participate in international events 1. PaCSON 2. CISA 3. PILON 4. TRENDMICRO 5. DEVELOPMENT PARTNERS 6. APNIC 7. CERTNZ 8. ITU 9. APCERT 10. FIRST 11. Academia (Universities) and research institutes	10	<ul style="list-style-type: none"> • Continues community call meetings with PaCSON addressing cybersecurity issues within Pacific • Participate in PaCSON Awareness work group, Capacity building working group and Communication Working group. • Attend FIRST conference in Fukuoka Japan • Attend NatCSIRT AGM and part of the panel discussion presentation group on emerging CSIRT in the Region. • Complete Vanuatu GCI index with ITU • Participate in PaCSON AGM in Cook Island. 				










			<ul style="list-style-type: none"> Participate in APCERT AGM as we are an operational member of the APCERT community. In talks with CERTNZ for secondment position with CERTNZ. Collaborate with APNIC and deliver the cybersecurity bootcamp in May. 				
Cybersecurity bylaws scoping (CSP6)	Bylaw Assessment Results: Assessment within rural communities and Malvatumauri council of chiefs	100%	<ul style="list-style-type: none"> Yet to organized trip to the other province for more consultations. Resources constrain has affected our delivery for this task. Unfortunately, with the flight difficulties we could not continue the consultations with our other provinces which are yet to be covered. 				
Cyber Security Agency	1. Develop Cybersecurity Agency Act 2. Establish Cybersecurity Agency		<ul style="list-style-type: none"> Appointment Task force Engage International partners to develop a Road map for the agency. Task force working on the comprehensive policy for the drafting instruction of the cybersecurity bill. 				
NICE Framework Capacity Building Program	1. Scoping of NICE framework 2. Introduction to Nice framework implementation	100%	<ul style="list-style-type: none"> Resources constrain has limited us to eventuate this. We will plan this to happen in 2025. 				
Data Centre and Hosting Guidelines	Set of best practices for hosting data	100%	Draft currently being developed – 30% complete.				
Cloud Hosting Infrastructure Strategy	1. Policy 2. Regulations	100%	<ul style="list-style-type: none"> Road map completed 				







			<ul style="list-style-type: none"> Draft one completed for review This task is to carry on to next year for finalization 				
Stakeholder participation	1. National Security Focal Point 2. National ICT Day Steering Committee member 3. Port Vila Town Council of Chiefs committee and more	100%	We continue to actively provide assistance and support towards our other key stakeholders.				
CERTVU SIM3 Framework Assessment	Complete another SIM3 assessment for CERTVU	100%	<ul style="list-style-type: none"> We could not carry out this task this year. With the limited resource we had this has limit us to carry out this task. We will continue this task in 2025. 				
Quarterly report	CERTVU quarterly activity reports	100%	Continue to provide quarterly reports to the management.				
<i>Department: 57 Activity: 57AB MPEA Network and IP Unit</i>							
Increase Govt. Internet bandwidth	Quality/fast internet access for all users. Additional internet links for users	100%	Completed – New internet link is online, old link has been decommissioned		40,800,000 VT	39,914,941 VT	885,059 VT
Improve MPLS network (User access) Link from 1G to 10G	Quality/fast user access to	100%	<ul style="list-style-type: none"> 80% Completed Design completed 				






	DMZ and internet		<ul style="list-style-type: none"> Materials + License purchased – awaiting supplier to provide license before commissioning 				
Improve links connected to core Firewall	All physical links to core Firewall fully redundant	100%	<ul style="list-style-type: none"> 80% Completed Main Links completed, subordinate links yet to be designed and connected 				
Improve Firewall logging and reporting	Improved firewall logging Improved visibility of security events within network	100%	<ul style="list-style-type: none"> 60% Completed Due to finance constraint no secondary device purchased but logs send to another better device (CERTVU SEIM) 				
Improve (review/clean-up) firewall rules	Improve network security better firewall rules management	100%	<ul style="list-style-type: none"> 95% Completed FW rules audited – disabled unused rules etc 				
Setup SDWAN links for remote/Island Branches	Improve network availability, redundancy and security Branches include Banks, Santo, Malekula, Ambae, Tanna	100%	<ul style="list-style-type: none"> 60% Completed Banks & Ambae completed Pending sites – Hardware purchased – Implementation planned for 2025 awaiting funds. 				
Up skill IP Network Staff	Staff to attend trainings	80%	<ul style="list-style-type: none"> 20% Completed Staff attend country-based trainings Specific trainings not attended due to lack of Funding 				
Improve Network Monitoring	Improved fault notification	80%	<ul style="list-style-type: none"> 60% Completed 				








	leading to fast response time		<ul style="list-style-type: none"> Started, pending completed due to lack of funding for vendor support installation 				
Provide Network Connectivity to Systems Servers – Install new Server Switch	Improved performance of SITA servers Improved availability of SITA servers	100%	<ul style="list-style-type: none"> 100% Completed Network switches have been installed at SITA DC 				
Improve backhaul links to Data Centers	Improve network link reliability and availability	100%	<ul style="list-style-type: none"> 80% Completed Undergoing feasible study and Design Need funding support for materials 				
Setup secure remote access for requested office/site/users	Improved security for remote access to VanGov network Ensure requested/needed remote users have access to internal network service	100%	<ul style="list-style-type: none"> 90% Completed 2FA VPN with Office365 configured On Testing phase then rollout to other VPN users 				
Design/Feasible Study on VOIP External Service	Improve VoIP services for external users	100%	<ul style="list-style-type: none"> 100% Completed Design and Feasibility study completed. 				
Review/Revive Data Center Cameras	Improve Security Have DC Camera working	100%	<ul style="list-style-type: none"> 100% Completed Developing DC Camera Requirement. 				
Department: 57 Activity: 57AC MPEA Management Information System Unit							
Systems upgrade	All servers upgraded to	100%	On track		51,161,431 VT	50,597,912 VT	563,519 VT





	Windows Server 2019 as the new standard operating environment (SOE)		<ul style="list-style-type: none"> Worked with departmental IT staff to upgrade servers from Windows Server 2012 to Windows Server 2019 				
	File server upgrade with more storage capacity, redundancy, and security	100%	Delayed <ul style="list-style-type: none"> Rebuild file server with new cluster design 				
	Email system upgrade with more storage capacity, redundancy, and security	100%	Delayed <ul style="list-style-type: none"> Upgrade exchange to exchange 2019 				
	New servers and storage hardware installed	100%	On track <ul style="list-style-type: none"> Rack mount and install systems and commission for use 				
Infrastructure Recovery	Hosting / Physical servers environment rebuilt	100%	Delayed <ul style="list-style-type: none"> Rebuild infected hosts after investigations are finished and add to the cluster 				
	Salmon Data recovered from backups	100%	Delayed <ul style="list-style-type: none"> Restore from backup Salmon files 				
	Email system and mailboxes recovered	100%	Delayed <ul style="list-style-type: none"> Restore from backup mailboxes 				






Security hardening	Segmentation of servers implemented	100%	On track <ul style="list-style-type: none"> Network segmentation by department 				
	2-Factor Authentication successfully implemented in all internet facing application	100%	On track <ul style="list-style-type: none"> Servers in the DMZ will be configured with 2FA for security 				
	Security Audit of systems	100%	On track <ul style="list-style-type: none"> Audit all systems to improve security 				
	Central logging environment implemented	100%	On track <ul style="list-style-type: none"> To complete SIEM to be used as central logging system in addition to Trend Vision One XDR 				
	Review of Security handbook	100%	On track <ul style="list-style-type: none"> Review security handbook 				
Backup and Recovery	An immutable backup repository is implemented	100%	On track <ul style="list-style-type: none"> Build a repository for security 				
	The secondary backup system is installed	100%	Delayed <ul style="list-style-type: none"> Build a new backup system 				
	Infrastructure/Data centre redundancy review	100%	Delayed <ul style="list-style-type: none"> Review and test redundancy of systems and network 				
Systems Management	License renewals	100%	On track				







			<ul style="list-style-type: none"> Review of licenses and upgrade 				
	AD Management	100%	On track <ul style="list-style-type: none"> Delegate management of OUs to departmental ITs 				
	Email M365 Management	100%	On track <ul style="list-style-type: none"> Management of M365 email 				
	Servers Management - New servers built from hardened images	100%	On track <ul style="list-style-type: none"> Install new servers according to the standard operating environment 				
Capacity Building	Up skilling of staff	100%	In progress <ul style="list-style-type: none"> M365 training Cyber drill Asia Pacific Training HPE Nimble Training Security in the Quantum error 				
Department: 57 Activity: 57AG MPEA Applications Development Unit							
Restoration of government systems	100% restoration of all systems and applications used by all government agencies	100%	All government systems have been Restore <ul style="list-style-type: none"> Remaining application systems affected by the Ransom ware attack were fully restored in 2024 		6,000,000 VT	5,999,928 VT	72 VT
Applications Development	On demand request for all application development successfully developed	100%	On track <ul style="list-style-type: none"> Development of applications and websites as per requests from line agencies were progressing well in 2024 				





Digital Government Implementation	Successfully developed and implement Digital Government initiative as outline in the Digital Government Roadmap	100%	On track <ul style="list-style-type: none"> Developed and supported implementation of digital government solutions for government agencies as prioritised by the Digital Government Roadmap Digitalisation of internal workflows for OGCIO 				
Application server farms Implementation to meet best practices	Application server farms successfully implemented	100%	On track <ul style="list-style-type: none"> Designing and implementing application server farms to meet best practices to ensure reliability and availability of web applications and websites 				
Whole-of-Government Department Support	All government agency application and systems supported	100%	On track <ul style="list-style-type: none"> Continue support of maintaining web applications and websites Application support for line agency application systems Support implementation of line agency applications and systems 				
Upgrade SQL database environment Cluster	Upgrade of SQL Cluster successfully implemented	100%	Completed for 2024 <ul style="list-style-type: none"> Upgrade and restore current SQL database environment to meet updated SOE 				
Cloud hosting for external facing application and website	Successful migration and hosting of public facing applications and websites	100%	Delayed <ul style="list-style-type: none"> Migrate internet facing applications and line agency websites onto cloud hosting environment 				






Capacity Building	Capacity building for staff successfully achieved	100%	On track <ul style="list-style-type: none"> Training and capacity building for application developers 				
Department: 57 Activity: 57AD MPEA Transmission Unit							
Maintain all microwave transmission link to be online 24x7x365, including all transmission & network equipment on tower sites	All the GBN Link are maintained & operational	100%	On track <ul style="list-style-type: none"> Monitor & Maintain all GBN segment links to be online 24x7x365 		33,257,845 VT	32,586,220 VT	671,625 VT
Maintain required AC & DC power on all tower sites to be available & online 24x7x365	AC & DC power are online	100%	On track <ul style="list-style-type: none"> Monitor & maintain AC & DC power to supply power to equipment 				
Maintain safety of all transmission & network equipment located at all tower sites in good working environment conditions	All Transmission and network equipment are safe and in good working environment conditions	100%	On track <ul style="list-style-type: none"> Monitor & maintain that all equipment is safe & operational Conduct quarterly Air conditioner services for all air conditioners units at data centers 				
Maintain AC power supply (Unelco / VUI) for all Data Centres equipment, including sub-data centres, in all Provincial Headquarters	AC power supply (Unelco / VUI) for all Data Centres and sub-centre equipment are online	100%	On track <ul style="list-style-type: none"> Monitor & maintain available & reliable AC power supply to data centers equipment 				
Maintenance of all fibre network links, including all Provincial Headquarters	All fibre cable networks connectivity are online	100%	On track <ul style="list-style-type: none"> Repair the damaged fibers cables to restore fiber cable network connectivity back online 				
Install new fibre network connections for new	New Government	100%	On track				





Government Offices or that relocated Government offices, when requested, including budget confirmation from Department concerned	Offices or relocated Government offices have new Fibre network connections		<ul style="list-style-type: none"> Purchase new fiber cables & accessories, and provide fiber installation 				
Review to provide backup link between Lakatoro tower site & PWD Data Centre	All Government offices in Lakatoro areas are online during fibre connectivity issue between the two sites	100%	On track <ul style="list-style-type: none"> Conduct survey & install the backup link connection 				
Provide fibre network audit for Lakatoro / Luganville / Saratamata sites	Fibre network documentation is updated	0%	On track <ul style="list-style-type: none"> Conduct fiber network Audit & report 				
Department: 57 Activity: 57AE MPEA Policy and Compliance							
Reforming OGCIO into a fully-fledged Department	Establishment of Department of Communication s and Digital Transformation by law and governance structure	90%	The new office name, Department of Communications and Digital Transformation has been launched in November 2024 <ul style="list-style-type: none"> Laws will come next in 2025 		24,200,000 VT	23,502,918 VT	697,082 VT
Establishment of Digital Transformation Unit at OGCIO	Establishment of the Digital Transformation Unit within OGCIO	100%	Launching of Digital Transformation Unit within the OGCIO PMO Office made in November 2024				

Launching Department of Communication and Digital Transformation - DoCDT	DCDT launched	100%	Launching has been done by Ministry of Prime Minister on Friday 22nd November, 2024.				
Data Protection and Privacy Bill	Bill passed by parliament in 2024	100%	Parliament has passed the bill. <ul style="list-style-type: none">• Laws already passed by Vanuatu Parliament and Gazette for Data Protection and Privacy Act No. of 2024• The new Act will be gazette in coming weeks.				
Launching of Data Protection and Privacy (DPP) Implementation Matrix	Data protection & Privacy Implementation Matrix launched	100%	Incorporate Implementation Matrix in National Data Protection and Privacy Policy Handbook <ul style="list-style-type: none">• Launching of DPP Implementation Matrix made in Q1 of 2024				
Harmful Digital Communication Bill	Bill passed by parliament in 2024	100%	Parliament has passed the bill. <ul style="list-style-type: none">• Laws already passed by Vanuatu Parliament and Gazette for Harmful Digital Communication Act No. of 2024• The new Act will be gazette in coming weeks.				
Digital Safety Authority	Bill passed by parliament in 2024	100%	Parliament has passed the bill. <ul style="list-style-type: none">• Laws already passed by Vanuatu Parliament will be Gazette for Digital Safety Authority Act No. of 2024• The new Act will be gazette in coming weeks.				

Universal Service Policy (USP) and creating of Universal Service Fund (USF)	National USP Policy Launched	50%	Pending COM decision for more discussion before getting approval and budget allocation				
National ICT Digital Government Masterplan	Masterplan launched	100%	<ul style="list-style-type: none"> The Vanuatu National Digital Government Masterplan has been launched by Ministry of Prime Minister on 26th September 2024. Hiring of TA by DFAT, Mr. Lincoln Completed. Review of Digital Government Masterplan completed and successfully launched. 				
National Emergency Telecommunication Cluster Plan	Emergency Plan Launched and executed	100%	<p>OGCIO has completed and has a National Telecommunication Cluster Plan in place and implementation is ongoing</p> <ul style="list-style-type: none"> Draft revised NETC Plan is yet to be finalised – to cater for other emerging natural disaster events. 				
Hosting ICT days	Successfully Hosting ICT Days event for 2024	100%	<p>This is completed, host at Port Vila in 2024</p> <ul style="list-style-type: none"> Collaborated with TBRR and stakeholders for the successful hosting of this event in May 2024 at National Convention Centre 				
International collaboration & partnerships	Attending and hosting Internal Meetings/ Workshop/Train ings and Events	100%	In 2024, the DCDT has been engaging and attending to International and Collaborative Partnership engagements and trainings				
Multi -Sector ICT collaboration	Successfully hold meetings with other stakeholders	100%	<ul style="list-style-type: none"> Successfully held meetings with other stakeholders including schools, government agencies, and the public Also attend to radio 				

	including schools, government agencies, and the public		<p>awareness programs on certain Polices</p> <ul style="list-style-type: none"> • Work with Other Government Agencies and Donor Partners on certain Programs including, CEIT, Data Protection and Privacy, Harmful Digital Communications and Digital Government Roadmap, SMART Island Project and other critical projects 				
TAG Meeting	Organised TAG meetings	100%	TAG Meeting has been held twice in 2024				
SMART Islands launching	Launching of SMART Island Programme for Vanuatu	70%	<ul style="list-style-type: none"> • Planning of the Launching at AKHAMB Pilot site to be launch in Q2, 2024. • however, it was postponed due to the delay in power procurement and installation. 				
NIDC Meeting	Number of NIDC meetings conducted	100%	<p>No NIDC meetings in 2024</p> <ul style="list-style-type: none"> • Due to unavailability of Chair – PM. (We substitute to hold in Multi stakeholder) approach for 4 days. • NIDC schedule developed and Quarterly NIDC meetings at Sector level were held successfully • NIDC meeting fail to convene due to unavailability of Chairman who was the Hon. Prime Minister. 				
National Broadband Steering Committee (NBSC) Meeting	Organised Schedule NBSC meetings	90%	Unable to hold any meetings due to unavailability of Chair.				





National Digital Transformation Coordination Committee (NDTCC) Meeting	Organised Schedule NDTCC meetings	100%	NDTCC meeting schedule developed and shared with members <ul style="list-style-type: none"> A multi stake holder approach was made. However, due to unavailability of Chair of NDTCC, no meetings held in 2024 				
Establishment of DAICOM as National State Own Entity	Legal establish of an SOE entity called DAICOM as per COM Decision	40%	Aligning with OGCIO Reform works, to legally establish an SOE entity called DAICOM as per COM Decision <ul style="list-style-type: none"> Legally establish the SOE as an entity – in progress Develop required overarching document for DAICOM SOE – in progress 				
Implement a new National Cloud Hosting Policy and Procure Service Solutions	New National Cloud Hosting Policy in place & Service Solutions procured	80%	Progressing well <ul style="list-style-type: none"> Readiness Report done and submitted to task Force Task force to make decisions and implement action plans 				
National ICT Strategy	National ICT Strategy developed	90%	Completed most of consultations with Ministries, and Private Sector <ul style="list-style-type: none"> To be launched in Qtr. 1 2025 				
Department: 57 Activity: 57AF MPEA Helpdesk and User Support							
Provincial Helpdesk section Upgrade and capacity building	Upgrade all OGCIO provincial branches to best working standards, to better maintain efficient	6	In terms of locating the new site, for the new OGCIO locations, then that is in progress now. Pilot project to start where location is already finalized, the rest is still in pending mode, due to ongoing land issues with government		10,475,000 VT	10,444,920 VT	30,080 VT







	services for all provincial departments		and land owners. Currently amount 40% completion.				
High Quality Helpdesk Service	Research on technologies and build capacity to improve quality of technical support service with a reduction in turnaround time	All Help Desk Staff	Completed for 2024 and currently in progress. <ul style="list-style-type: none"> • Calls are been recorded. • Though sometimes they forget to fill up the database, but tasks have been done to a completion. 				
Restructure of existing positions, roles and salary Grades for all helpdesk staff	Improve work ethics, while recognising and appreciating Officers for task well accomplish. Thus, improving better working moral	All Help Desk Staff	Completed for 2024. <ul style="list-style-type: none"> • 2 staff have been transferred out from Helpdesk section, and now station with 'Application Unit, and IP network Unit' this is a step up from their normal positions, and status. Interns are now been train to take over their positions. Awaiting GRT to finalize their positions within the OGCI O structure. 				
More Intense Training Cisco/CompTIA and/or Windows certified	Build up the qualification & knowledge base for all helpdesk staff	Open to all Help Desk Staff	Delayed <ul style="list-style-type: none"> • Planned for November and December, 2 senior staff to attend training in Fiji. In courses that deals mainly with networking and end user support. (course are: CompTIA and/or CISCO or Microsoft) 				
Active Directory, audit and clean up	Tidy up Active Directory, and release all	100%	Ongoing – this is a daily thing. As new users are added in each day, the Active				








	inactive computers from the Active Directory		Directory must be clean up. Normally at the end of each week. Working status = 100% on track				
					336,017,258 VT	327,435,628 VT	8,581,630 VT










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





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

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2024	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2024 – Under/(Over)
Coordination of GRT Board Meetings	Number of GRT Board meetings with Meeting minutes	6	More than 6 GRT Board Meetings were held in ensuring the GRT determination 8 of 2024 was approved, launched and implemented		15,861,484 VT	8,688,471 VT	7,173,013 VT
GRT secretariat to undertake 2024 GRT awareness across Six province	1. Secure funding 2. GRT awareness conducted	6	The 2024 GRT awareness did not eventuate as planned, due to lack of funding				
Department Recruitment to new organization structure	Recruit positions budgeted for	1 SDFO 1RM 1 CO 1 RO 2 RAO 1 FC &Cleaner	Recruitment process started but incomplete due to the urgency of the review of GRT Determination 2017.				
Rent office space for review team	Office Space for Secondments sourced	1	<ul style="list-style-type: none"> Office space found in January 2024 				

			<ul style="list-style-type: none"> Contract signed with owner (VNPF) of the building Furniture and government network system installed Office space was utilized from March to December 2024. 				
Determination awareness under the Public Sector	1. Determination on entitlements for MP	1	<ul style="list-style-type: none"> Placement profile from old 2017 determinations to New 2024 determinations completed Actual implementation in progress 				
	2. Determination on Salary for MP	1	<ul style="list-style-type: none"> Placement profile from old 2017 determinations to New 2024 determinations completed Actual implementation in progress 				
	3. Determination on Salary for Clerk, Deputy Clerk and Assistant clerk of Parliament	1	<ul style="list-style-type: none"> Placement profile from old 2017 determinations to New 2024 determinations completed Seeking additional budget in progress 				
	4. Determination for Parliament management Board	1	Actual implementation in progress				
	5. Determination for Political Advisors	1	Actual implementation in progress				
	6. Determination	1	Actual implementation in progress				


	For members if Malvatumauri Council of Chiefs						
Determinations awareness Judicial Service Commission	1. Determination for Court Judge	1	Actual implementation in progress				
	2. Determination on Salary structure for State Legal officers	1	Actual implementation in progress				
	3. Determination on Salary structure for JSC support staff	1	Actual implementation in progress				
Determinations awareness Police Service Commission	Determination on Salary for Members if the Police Force	1	Actual implementation in progress				
Determinations awareness Public Service Commission	1. Determination for Director Generals	1	Actual implementation in progress				
	2. Determination for Directors	1	Actual implementation in progress				
	3. Determination for Public servants	1	Actual implementation in progress				





	4. Determination for Vets	1	Actual implementation in progress				
	5. Determination for Civil Engineers	1	Actual implementation in progress				
	6. Determination for Civil Aviation Officers	1	Actual implementation in progress				
	7. Determination for Medical Officers	1	Actual implementation in progress				
	8. Determination for Dental officers	1	Actual implementation in progress				
	9. Determination for Allied 1officers	1	Actual implementation in progress				
	10. Determination for Nurses	1	Actual implementation in progress				
	11. Determination for Clinical Sector	1	Actual implementation in progress				
	12. Determination for Public Health Officers	1	Actual implementation in progress				






	13. Determination for Municipal Council	1	Actual implementation in progress				
	14. Determination for Secretary General provincial councils	1	Actual implementation in progress				
	15. Determination for Municipal council staff	1	Actual implementation in progress				
Implementation of Remuneration of Government Structures	Number of Government structures remunerated	100%	Actual implementation in progress				
					15,861,484 VT	8,688,471 VT	7,173,013 VT




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




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

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2024	Total Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance on 31 Dec. 2024 – Under/(Over)
1. Organisation of effective Meetings	Number of Commission meetings held monthly	2	Target achieved for 2024 <ul style="list-style-type: none"> More than 2 meetings conducted Meeting minutes prepared; resolutions actioned 		31,083,039 VT	20,445,986 VT	10,637,053 VT

			<ul style="list-style-type: none"> • Reports prepared for next Commission meetings 				
	Induction Meeting with agents	1	Target achieved for 2024 <ul style="list-style-type: none"> • An induction meeting was conducted with agents • Induction minutes drafted and resolutions actioned • Prepare for Adhoc meetings with agents 				
	Number of meetings held with stakeholders	1	Target achieved for 2024 <ul style="list-style-type: none"> • 1 meeting held with stakeholders • Meeting minutes drafted and resolutions were actioned • Progress reports produced in preparation for future meetings 				
Modernizing work processes	Implementation of Approved Structure	3	Target achieved for 2024 <ul style="list-style-type: none"> • 1 contracted staff was directly appointed by PSC to a senior position based on exceptional performances. • Finance Manager recruitment process was completed and a new Finance Manager was appointed by PSC – to join the COC in March 2025 • 2 graduates currently occupying two positions under the PSC's Internship Program 				
	Office Procedures Manual developed and approved for use	1	Progressed well in 2024 <ul style="list-style-type: none"> • Conducted consultations and meetings on the Procedures Manual 				

			<ul style="list-style-type: none"> The drafting and development of the Office Procedures Manual is progressing well and into 2025 				
Modernizing Communication	Website information contents kept up-to-date	1	Target achieved for 2024 <ul style="list-style-type: none"> Staff has been assigned to update content in website Conducted trainings to staff on the use of the website Website contents were effectively managed and coordinated Usage report on the website has been developed for the developer and Commission for future improvement of outcomes 				
	Files and applicants' information secured	100%	Target achieved for 2024 <ul style="list-style-type: none"> Manage and coordinate files and applicants to ensure they are secured Conduct continuous assessment of filing storage (updated) Secure filing storages 				
	The COC data base management system utilized	1	Target achieved for 2024 <ul style="list-style-type: none"> Conducted staff capacity building on data base system Managed the system input 				
Human management and development	Build HR Capacity and Operates Effectively & Efficiently through HR Strategies	1	Target achieved for 2024 <ul style="list-style-type: none"> At least 2 officers were selected to attend in-country training based on priority needs 				
Ensuring appropriate budget	Operates Effectively and	100%	Completed for 2024				

	Efficiently with Appropriate Budget for Effective Delivery		<ul style="list-style-type: none"> Effectively and efficiently managing the COC 2024 recurrent budget Develop NPP or supplementary for shortfall of budgets in areas of need within COC and submitted to DoFT; and follow-up COC's 2025 budget presented and approved by MBC 				
Upgrade of legislative framework	Implementation of new activity legislated in Parliament.	1	Target achieved for 2024 <ul style="list-style-type: none"> Review of Citizenship (Amendment) Act passed by Parliament in 2024 Policy, action plan and M & E framework of the legislation were developed and implemented 				
Promote decentralization of services	Negotiation conducted with provincial authorities and towns	6	Completed for 2024 <ul style="list-style-type: none"> Collaborated with Local Authority Department to make plan to reach the provinces Worked with provincial offices to conduct advocacy on COC programs to communities Reports on community advocacy program developed and submitted to Commission, that identified way forwards for improvement 				
Ensuring consistent reporting	PSC Reporting & Planning Cycle Compliance	100%	Completed for 2024 <ul style="list-style-type: none"> COC's 2024 business plan completed and submitted to OPSC COC's quarterly progress reports developed and submitted to DG PMO and OPSC 				

			<ul style="list-style-type: none"> Inputs for PMO's 2024 AR submitted to DG's Office 				
Revenue generation efforts	Proportion of revenue generated	80%	Target achieved for 2024 <ul style="list-style-type: none"> Managed and coordinated the implementation of programs or activities that contributed to generate revenue in 2024 A budget against income revenue avenue has been developed 				
Ensuring robust investment options	A more robust investment Policy developed and implemented	1	Progressed well in 2024 <ul style="list-style-type: none"> Conducted consultation with stake holders and line ministries Developing the investment policy, action plan and M&E framework Managing and coordinating the implementation of the policy Report on the outcomes of the implementation were drafted 				
Exploring revenue streams	Discussion papers on revenue developed and options considered by Commission/ COM	1	Completed for 2024 <ul style="list-style-type: none"> Coordinated and managed any government initiatives put forward for revenue initiative Developed guidelines to achieve revenue outcomes Implemented tasks for revenue purposes Developed reports on outcomes 				
					31,083,039 VT	20,445,986 VT	10,637,053 VT

2. Policy Development

From January to December 2024, the following policies and strategic frameworks were approved and endorsed by the DCO, COM, NSC and GRT Board, and few were launched by the Hon. Prime Minister:

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

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

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

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

3. Portfolio Legislative Framework

In 2024 and during the 14th Legislature, several portfolio legislations were tabled by the Hon. Prime Minister in Parliament. Some were debated and passed by parliament, while few were withdrawn and not being discussed. The portfolio legislations included the following:

- i) Bill for the Citizenship (Amendment) Act No. of 2024 (passed)
- ii) Bill for the Public Service Commission (Amendment) Act No. of 2024 (withdrawn)
- iii) Statute Law (Miscellaneous Provisions) Act No. of 2024 (passed)
- iv) Data Protection and Privacy Act No. of 2023 (passed)

- v) Digital Safety Authority Act No. of 2023 (passed)
- vi) Harmful Digital Communication Act No. of 2023 (passed)
- vii) Disaster Recovery and Resilience Act No. of 2023 (passed)

4. Conventions

It should be noted that significant steps and processes were made to revisit the initial bilateral agreement between the Government of the Republic of Vanuatu and the Government of France that was made in 2023. The Hon. Prime Minister visit and continued the bilateral talks with H.E. Emmanuel Macron, President of France in Paris, October 2024. However, further steps were hampered by the continuous political instability experienced in 2024, which led to the dissolution of Parliament in late November 2024.

Additionally, there were also partnership agreements made between the Ministry of Prime Minister and its respective departments with stakeholders and/or program implementation partners. These were either ongoing or new partnership agreements, which included the following:

- Partnership agreement between government, represented by the Ministry of Prime Minister and Vanuatu Christian council (VCC) that was signed on July 21st, 2021 (*ending in December 2025*);
- Partnership agreement between Language Service Department and Bible Society signed in early December 2021 (ongoing);
- Partnership agreement between Language Service Department and National Parliament of Vanuatu signed in December 2022 (ongoing);

5. Challenges

2024 was another challenging year for the MPM, and the whole government sector. These challenges hinder the smooth implementation and progress of MPM planned activities. Some of the common challenges encountered by all departments and agencies under the MPM are listed below:

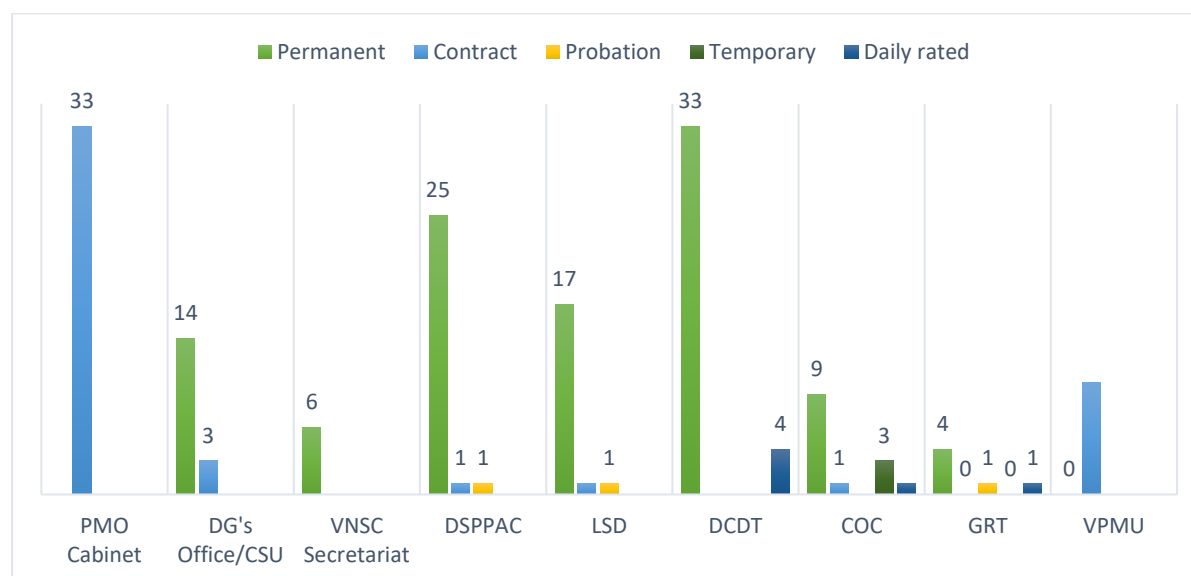
- Political instability – led to the dissolution of Parliament in late November 2024 and a Caretaker Prime Minister and Government was left to manage the country's affairs, and changes to policy directions during the Caretaker Government tenure.
- Weather calamities – extreme weather conditions (heavy rainfall and strong wind) caused disturbance to the implementation of some MPM's 2024 planned activities.
- Unplanned and ad hoc activities but considered urgent to be completed on time and are less coordinated.
- Lack of clear communications - communications must improve at all levels within the Ministry.
- Weak cooperation and lack of proactive planning/budgeting within the ministry
- Budget/financial constraints; and lengthy processes of sourcing funds and making payments.
- Allocated funding of budgeted activities expended on unplanned items/activities.
- Lack of experts in different areas of ICT, and high cost of ICT infrastructure and services
- Insufficient office space
- Workload and timeframe vs manpower/staff shortfall
- Discipline and work ethics must be strengthened.
- Effective management of staff leaves/attendances and absences – fairness to all staff

- Level of commitments and performance of staff required closer monitoring.
- Natural disaster – the devastating 7.3 magnitude earthquake of 17 December 2024 caused huge distractions which led to shifting priorities to response and recovery efforts.

Human Resources Management

The information below were collated from a recent stocktake of human resource information shared by the Finance and Administration Officers of the ministry. It depicts the human resource information of the Ministry of Prime Minister as of 31 December 2024.

Figure 2: Number of MPM Staff by Department and Employment Status, 2024



While most of the MPM staff were in Port Vila, there were six Officers from the Office of the Government Chief Information Officer that were in the provinces of SANMA (2), TAFEA (1), TORBA (1), PENAMA (1) and MALAMPA (1). Figure 3 below illustrates MPM staff's geographical distribution/location by province.

Figure 3: Geographical location of MPM Officers by Department and Provinces, 2024

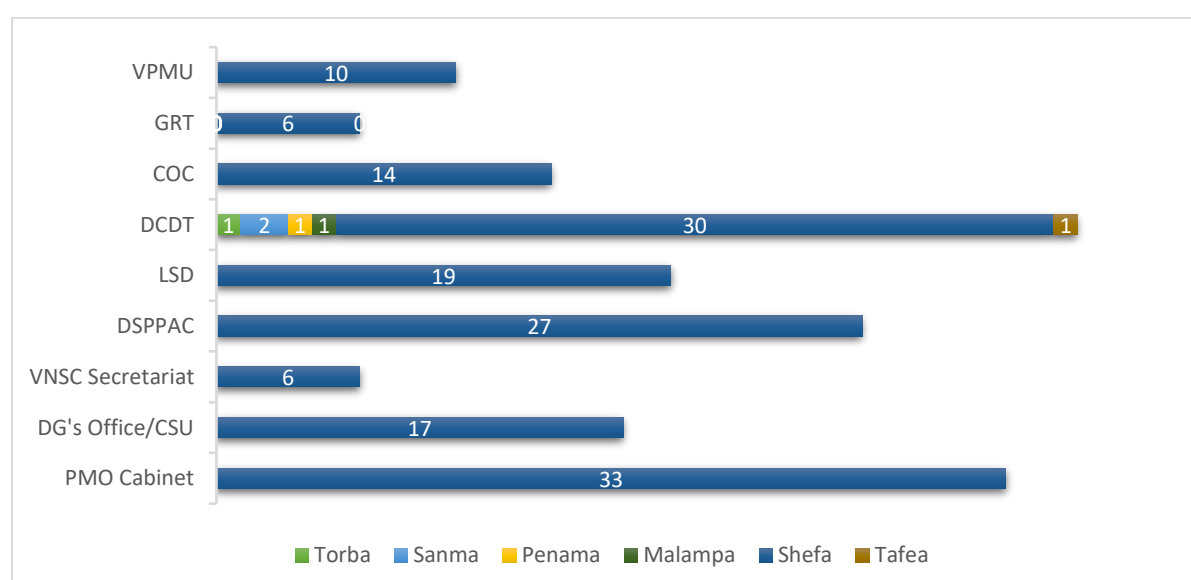
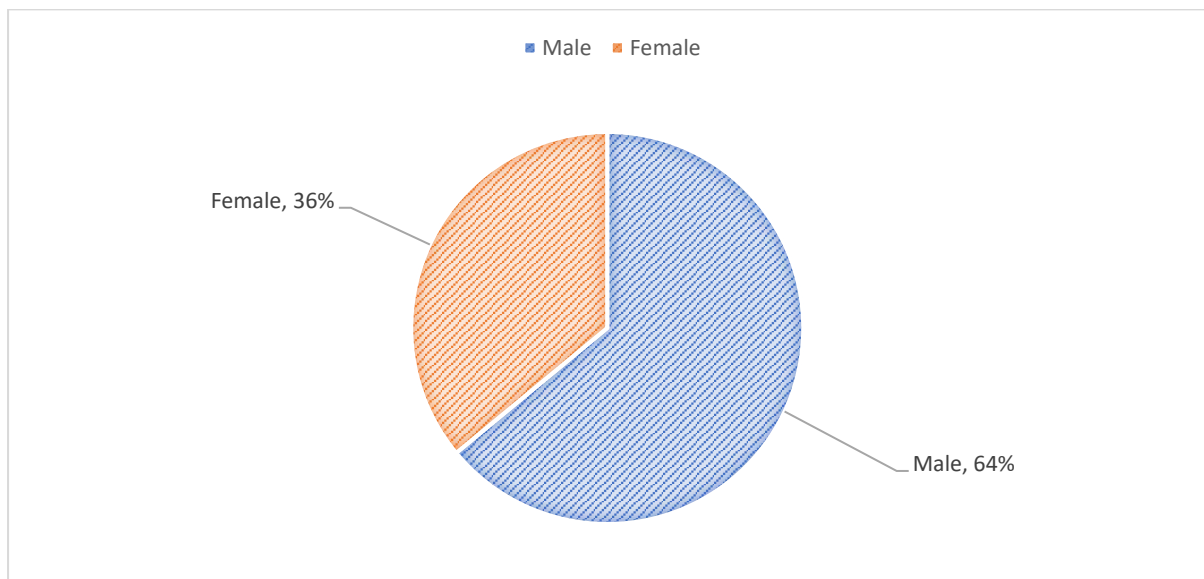


Figure 4: Proportion of MPM Staff by Gender, 2024



There is a slight change in the proportion of male and female staff in 2024, compared to 2023 (32%). In 2024, the proportion of females increased by 4% indicating an increase in the number of female staff recruited to take. The opposite is true for the male proportion of MPM staff. In 2024, there was 4% decrease compared to 2023 when it was 68%.

Figure 5: Proportion of MPM Staff by Official Language Proficiency, 2024

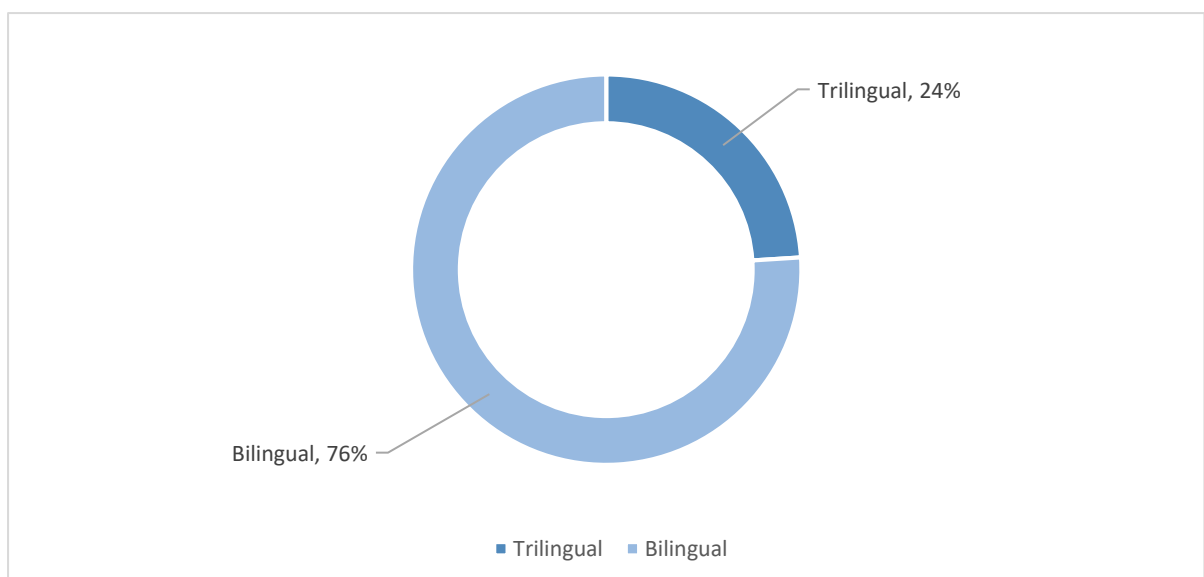


Figure five (5) demonstrates the use of Vanuatu's three official languages (Bislama, English, and French) by staff of the Ministry. The proportion of trilingual staff (*speaking, reading & writing in Bislama, English & French*) was 24% (reduced by 3% from 2023), and bilingual staff (*mainly speaking, reading & writing in Bislama and English*) was 76% (increased by 3%) in 2024.

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

Figure 6: Total Number of Positions Vs Number of Positions Filled and Still Vacant by Department, 2024

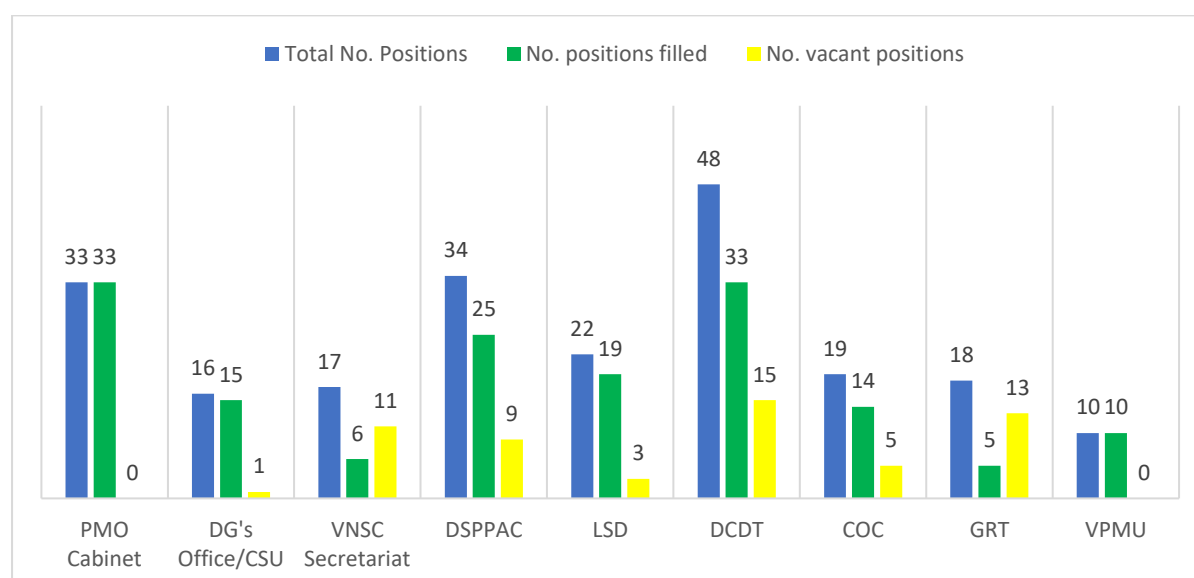


Figure 7: Estimated Total Accrued Annual Leave by Department, 2024

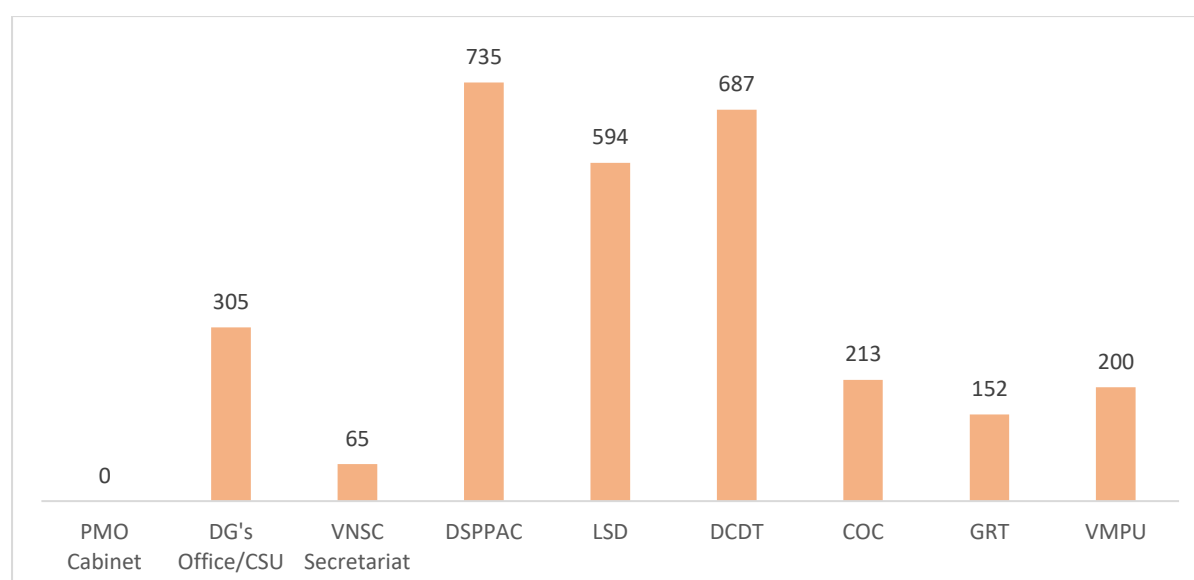


Figure seven (7) presents the estimated total accrued annual leave because the MPM's annual leave data in the HRMIS has not been updated during the period at which this report is produced. Hence, an estimated accrued total annual leave is being showed. However, it is giving an indication for the whole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

Cessation of Employment and Compliance Reports/Disciplinary Cases

In 2024, there were five (5) officers who ceased employment from the Ministry of Prime Minister. The details are outlined as follows:

- One CSU staff – resigned voluntarily to pursue further studies
- DCDT staff (1) – voluntary resignation to take up careers in other spheres of work
- COC staff (1) – voluntary resignation to take up careers in other spheres of work
- GRT (1) – the staff's contract ended, and it has not been renewed

- DSPPAC (1) – resigned voluntarily to pursue further studies. However, due to the earthquake of 17 December 2024, the officer's resignation was delayed until mid-February 2025.

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

Table below provides a summary of cessation of employment, compliance reports and disciplinary cases of 2024.

Table 14: Summary of Cessation of Employment, Compliance Reports & Disciplinary Case(s), 2024

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

Apart from resignation and retirement, there were also contracted staff whose contract came to an end in 2024 and was not renewed or extended. This was specifically the case of one staff (former Director) of the GRT, his contract ended in Mid-2024.

There were also some transfers of staff being made by the PSC. Such transfers were both made internally (from one department/agency to another within MPM) and externally (from departments/agency under MPM to other line ministries and vice versa). These transfers were either permanent or temporary (six-months period with the possibility of extending the period of transfer). The internal transfer occurred between DSPPAC and GRT, and it was for second purposes. Table 15 below illustrates the internal and external transfers made in 2024.

Table 15: Internal and external transfer of staff of the MPM, 2024

MPM Dept/Agency	Number of Staff transferred out	Receiving Dept/Agency	Status of Transfer
Internal Transfer			
DSPPAC	1	GRT	Temporary
External Transfer			
Citizenship Office and Commission (COC)	1	Department of Immigration	Temporary
	1	MoET – Internal Audit Unit	Temporary
Govt. Dept/Agency	Number of Staff transferred in	Receiving Dept/Agency within MPM	Status of Transfer
Citizenship Office and Commission (COC)	2	Department of Immigration	Permanent

It is worth noting that the two (2) staff of Citizenship Office and Commission transferred out, they were originally from the Department of Immigration. Therefore, they were transferred back to their substantive positions at the Department of Immigration.

The COC Officers transferred to the Immigration Department and MoET since 2023 and their transfer has been extended throughout 2024. These extension of external transfer of staff from COC to Immigration Department and MoET were made as a mitigation measure to address staff discipline matters within COC and not necessarily to promote *equity* and *inclusivity* within COC.

Training(s) and Scholarship(s)

Table 16: Summary of Training & Scholarship undertaken by MPM Staff, 2024

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

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

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

While table 16 presents a summary of long-term training and scholarship undertaken by MPM staff, there were also short-term trainings (i.e., minimum of 1 week to maximum of 3 months period) that were attended by staff of the ministry in 2024. Table 17 depicts the number of staff, the short-term training program attended, institution/facilitator, source of funding.

Table 17: Summary of Short-term Training attended by MPM Staff, 2024

Department	No. of staff attended training	Training program / Title (Duration)	Training institution / facilitator	Funded by Govt. Scholarship Self-funded	Status
DG's Office / CSU	1	Public Sector Leadership (2 weeks)	University of Auckland, Auckland, New Zealand	Scholarship	Completed
VNCS	1	Planning and Security (20 weeks or 5 months)	Pacific Fusion Centre, Port Vila, Vanuatu	Funded by DFAT, Australian Govt.	Completed
LSD	5	Human Resource Management (1 week)	FORGE Your Future, Port Vila, Vanuatu	Funded by VanGov	Completed
OGCIO	5	Cybersecurity Incident Response Training (1 week)	Australia's Retrospect Lab Team, Port Vila, Vanuatu	Co-funded by VanGov & Australia's DFAT	Completed
	2	Cyber Drill Asia Pacific (On-the-job since Nov. 2024)		Funded by VanGov	Yet to complete
	2	HPE Nimble & Security in the Quantum Error Training (On-the-job since Jun. 2024)		Funded by VanGov	Yet to complete
VPMU	1			Funded by VanGov	
	1			Funded by VanGov	

MPM Staffing Management Impact on Recurrent Budget

Management of human resources has both planned and unplanned impacts on an organization's budget. This was the case for the Ministry of Prime Minister in 2024 when few main humans resource management issues had significant impacts on the Ministry's recurrent budget. These main HRM issues include the following:

Table 18: Human resource management issues and impacts on recurrent budget, 2024

Human Resource Management Issues	Impact on Recurrent Budget
<ul style="list-style-type: none"> Payment of staff partial severance payment – those who worked for ten (10) or more years are entitled. 	<ul style="list-style-type: none"> This was unbudgeted for, and respective departments/agency had to reallocate operational budget to payroll budget to ensure staff partial severance were paid. Hence, operation budgets were reduced, hindering implementation few planned activities.


- | | |
|--|---|
| <ul style="list-style-type: none"> • Payment of allowances (extra responsibility and acting allowances) that were mostly unbudgeted for; and accrued acting allowances. • Recruitment of priority positions for respective departments/agency that may not had been budgeted for in 2024 • Delayed recruitment processes that led to accumulated unspent payroll budget and this pertained inefficient human resource management. • Unforeseen circumstances – e.g., sudden death of staff; termination of Cabinet staff • Unplanned resignation • Refund staff medical claims, home island vacation, & unpaid travel allowances | <ul style="list-style-type: none"> • Overspending of the specific cost centres • Reallocation of budget, mainly from operation to payroll budget to cater for such priority recruitment • Unspent payroll budget was journaled for unplanned and unbudgeted for items (e.g., vehicle, partial severance payment, end of year functions, etc.). • Reallocation of operational budget to meet related expenses and benefits. • Reallocation of operational budget to payroll budget for severance payment • Overspending of the specific cost centres when it was an unbudgeted item. |
|--|---|

MPM Financial Statements

Statement of Representation, 2024

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

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



Mrs. Cherol Ala IANNA
Director General
Ministry of Prime Minister



Jean OBED
Finance and Administration Manager
Ministry of Prime Minister



2024 Budget Appropriation for MPM

The Ministry of Prime Minister (MPM) implemented its planned programs and activities with budget support mainly from the Government's recurrent budget in 2024. The following data summarizes the MPM's statement of budget appropriation of 2024.

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

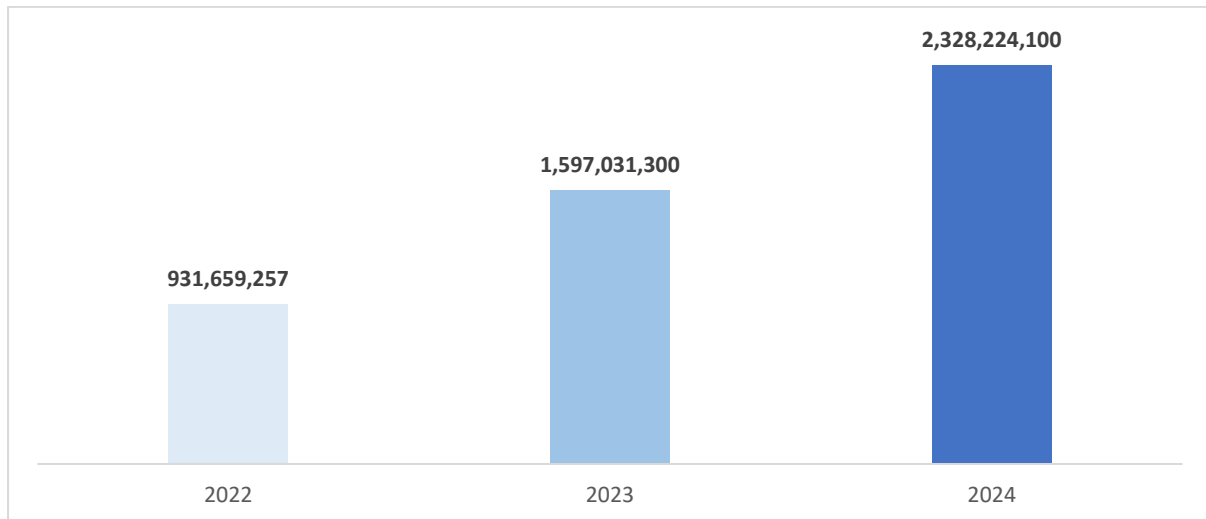


Figure 8 depicts a trend and comparison of MPM total government recurrent budget appropriation from 2022 to 2024. There was an increase of 731,192,800 VT compared to that of 2023.

Figure 9: MPM Budget as a Share of Total VanGov. Recurrent Budget, 2024

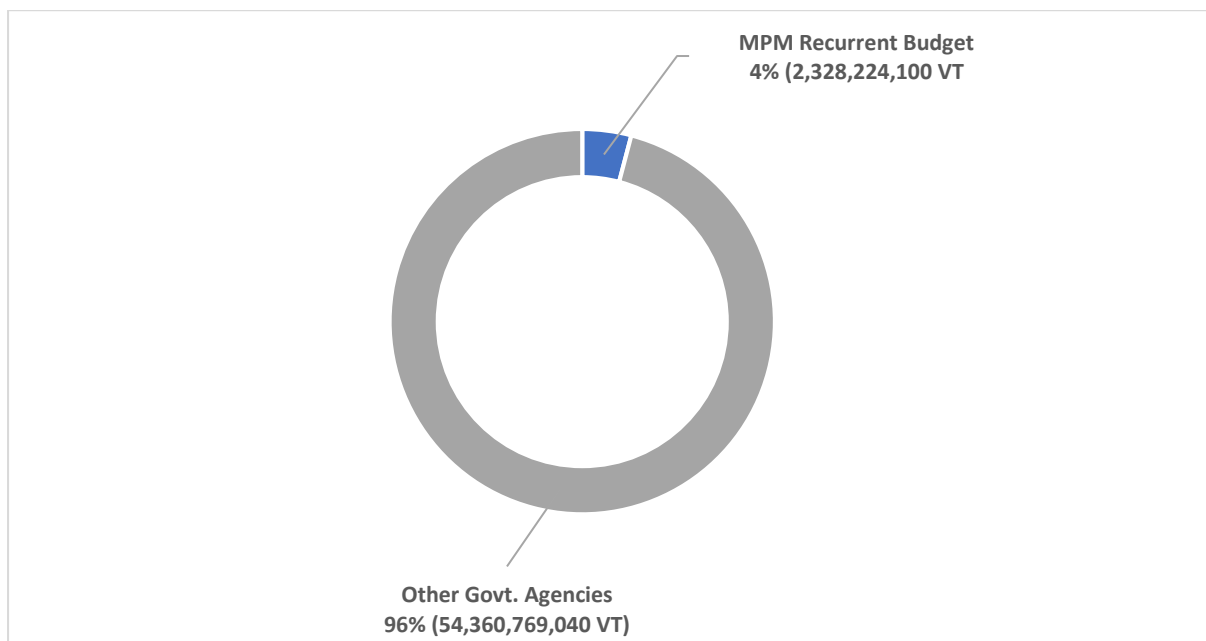


Figure 10: Total MPM Original and Supplementary Recurrent Budget, 2024

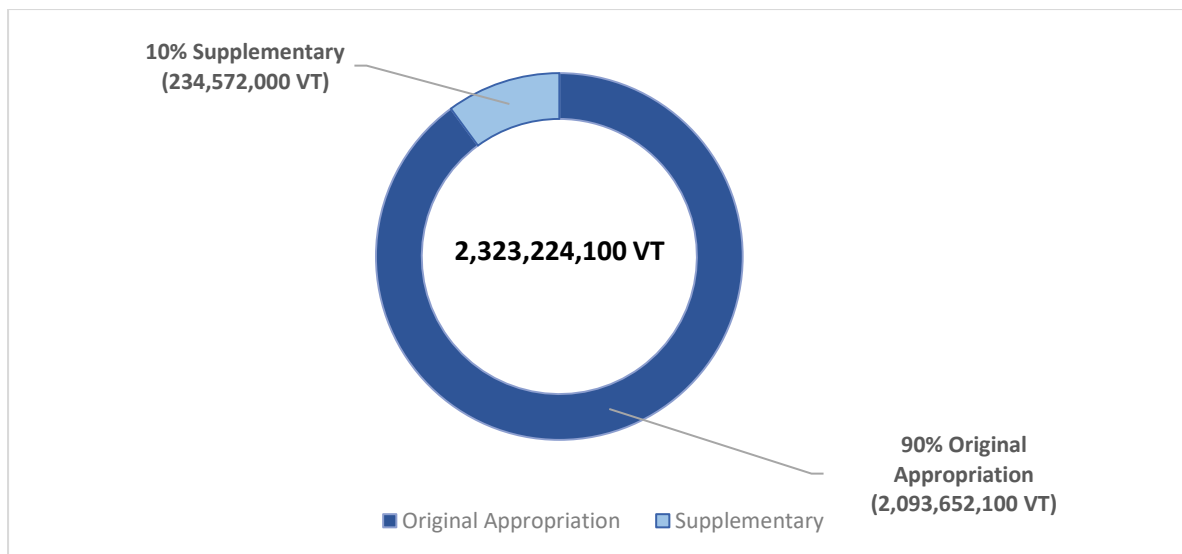
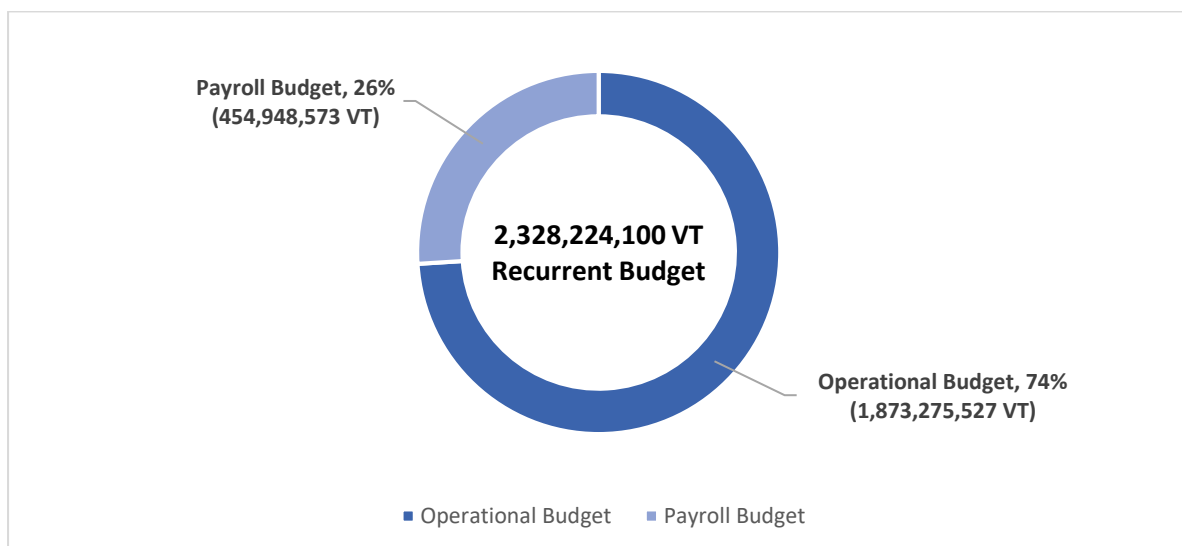


Figure 11: Total MPM Budget by Payroll and Operation Budget, 2024



Statement of Budget Appropriation for MPM, 2024

The table below shows detail MPM budget appropriation of 2024. It also displays MPM's expenditures of 2024.

Table 19: MPM Budget Appropriation by Program & Department, 2024

Code	Description	Original Appropriation (VT)	Supplementary Appropriation (VT)	Virements (VT)	Final Budget (VT)	Actual Expenditure (VT)	Commitments	Total Expenditure (VT)	Under/(Over) VT
M02	Prime Ministers Ministry								
MCB	Strategic Management								
09AA	Policy Sectors	71,506,862	-	920,000	72,426,862	68,323,755	-	68,323,755	4,103,107
09AB	Aid Coordination Unit	26,318,269	-	(2,700,000)	23,616,269	22,785,775	-	22,785,775	832,494
09AC	Monitoring & Evaluation Unit	28,564,811	-	-	28,564,811	21,500,396	-	21,500,396	7,064,415
09AD	Travel	24,744,828	-	-	24,744,828	20,715,731	-	20,715,731	4,029,097
09AI	Disaster Recovery	18,358,048	-	(920,000)	17,438,876	16,636,876	-	16,636,876	801,172
MCB	Strategic Management	169,492,818	-	(2,700,000)	166,792,818	149,962,533	-	149,962,533	16,830,285
MPA	Office of the Prime Minister								
10AA	Cabinet	99,310,821	-	-	99,310,821	89,960,830	-	89,960,830	9,349,991
10AB	Independence Celebrations	2,000,000	-	-	2,000,000	2,000,000	-	2,000,000	-
10AC	International Travel	20,000,000	-	8,791,503	28,791,503	27,523,103	-	27,523,103	1,268,400
10BD	Entertainment Fund	3,000,000	-	-	3,000,000	2,700,000	-	2,700,000	300,000
10BF	Local Travel	3,000,000	-	-	3,000,000	2,699,996	-	2,699,996	300,004
42AA	Administration & Operations	-	-	-	-	84,370	-	84,370	(84,370)
MPA	Office of the Prime Minister	129,166,971	-	8,791,503	136,102,324	135,279,695	-	135,279,695	822,629
MPB	Director General's Office								
42AA	PMO Corporate Services	88,011,032	-	(637,563)	87,373,469	79,909,871	-	79,909,871	7,463,598
42AB	Utilities	16,097,270	-	-	16,097,270	16,097,270	-	16,097,270	-
42AC	Community Development Fund	10,000,000	-	4,437,563	14,437,563	14,437,563	-	14,437,563	-
42BA	National Security Council	29,373,063	-	-	29,373,063	23,261,110	-	23,261,110	6,111,953
42BB	Vanuatu Christian Council	50,000,000	-	-	50,000,000	50,000,000	-	50,000,000	-
MPB	Director General's Office	193,481,365	-	3,800,000	197,281,365	183,705,814	-	186,258,825	13,575,551

Code	Description	Original Appropriation (VT)	Supplementary Appropriation (VT)	Virements (VT)	Final Budget (VT)	Actual Expenditure (VT)	Commitments	Total Expenditure (VT)	Under/(Over) VT
MPC	Language Services								
18AA	Language Services	67,488,400	-	(5,191,503)	62,296,897	61,235,784	-	61,235,784	1,061,113
18CA	Administration	-	-	-	-	-	-	-	-
MPC	Language Services	67,488,400	-	(5,191,503)	62,296,897	61,235,784	-	61,235,784	1,061,113
MPD	Special Commissions								
56AA	Government Remuneration Tribunal	35,259,140	4,572,000	(3,000,000)	36,831,140	23,654,914	-	23,654,914	13,176,226
MPD	Special Commissions	35,259,140	4,572,000	(3,000,000)	36,831,140	23,654,914	-	23,654,914	13,176,226
MPE	Information, Communication and Technology Policy and Administration								
57AA	Administration & Operations	151,822,982	-	(1,700,000)	150,122,982	144,906,295	-	144,906,295	5,216,687
57AB	IP Network and Communication	40,800,000	-	-	40,800,000	39,914,941	-	39,914,941	885,059
57AC	Management Information System	51,161,431	-	-	51,161,431	50,597,912	-	50,597,912	563,519
57AD	Transmission Network	33,257,845	-	-	33,257,845	32,586,220	-	32,586,220	671,625
57AE	Policy and Compliance	24,200,000	-	-	24,200,000	23,502,918	-	23,502,918	697,082
57AF	Desktop and User Support	10,475,000	-	-	10,475,000	10,444,920	-	10,444,920	30,080
57AG	Application Unit	6,000,000	-	-	6,000,000	5,999,928	-	5,999,928	72
57AH	Computer Emergency & Response Unit	20,000,000	-	-	20,000,000	19,482,494	-	19,482,494	517,506
MPE	Information, Communication and Technology Policy and Administration	337,717,258	-	(1,700,000)	336,017,258	327,435,628	-	327,435,628	8,581,630
MPI	Vanuatu Project Management Unit								
MPIA	Administration & Finance	53,338,538	230,000,000	-	283,338,538	30,930,055		30,930,055	252,408,483
MPIB	Monitoring & Evaluation	800,000	-	-	800,000	567,250	-	567,250	232,750

Code	Description	Original Appropriation (VT)	Supplementary Appropriation (VT)	Virements (VT)	Final Budget (VT)	Actual Expenditure (VT)	Commitments	Total Expenditure (VT)	Under/(Over) VT
MPIC	Communications & Public Relations	2,350,000	-	-	2,350,000	1,758,537	-	1,758,537	591,463
MPID	Environment & Safeguards	6,413,760	-	-	6,413,760	5,823,430	-	5,823,430	590,330
MPIE	National Project	1,100,000,000	-	-	1,100,000,000	784,430,916	-	784,430,916	315,569,084
MPI	Vanuatu Project Management Unit	1,162,902,298	230,000,000	-	1,392,902,298	823,510,188	-	823,510,188	569,392,110
M02	Prime Ministers Ministry Grand Total	2,093,652,100	234,572,000	-	2,328,224,100	1,722,233,955	-	1,722,233,955	605,990,145

Expense Summary Report

The information (table & graphs) illustrates a summary of expenses of the Ministry of Prime Minister in 2024.

Table 20: Summary of MPM Budget Vs Actual Expenditure by Department, 2024

Department	Budget (VT)	Actual Expenditure (VT)	Variance- (VT)	% Of Budget Spent
Office of the Prime Minister	136,102,324	135,279,695	822,629	99.4%
Director General's Office	197,281,365	183,735,814	13,545,551	93.1%
DSPPAC	166792818	149947933	16,844,885	90.0%
Language Service Department	62,296,897	61,235,784	1,061,113	98.3%
OGCIO	336,017,258	327,263,575	8,753,683	97.4%
Government Remuneration Tribunal	36,831,140	23,654,914	13,176,226	64.2%
Vanuatu Project Management Unit	1,392,902,298	851,397,409	541,504,889	61.1%
Total	2,328,224,100	1,732,515,124	595,708,976	74.4%

Table 21: MPM Payroll and Operation Expenditure by Departments, 2024

Department	Payroll Expenditure (VT)	Operational Expenditure (VT)
Office of the Prime Minister	90,860,477	44,419,218
Director General's Office	52,268,929	131,466,885
DSPPAC	95,671,436	54,276,497
Language Service Department	47,283,198	13,952,586
OGCIO	95,783,212	231,480,363
Government Remuneration Tribunal	14,966,443	8,688,471
Vanuatu Project Management Unit	33,384,846	818,012,563
Total	430,218,541	1,302,296,583

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

Figure 12: MPM Payroll and Operation Expenditure by Departments, 2024

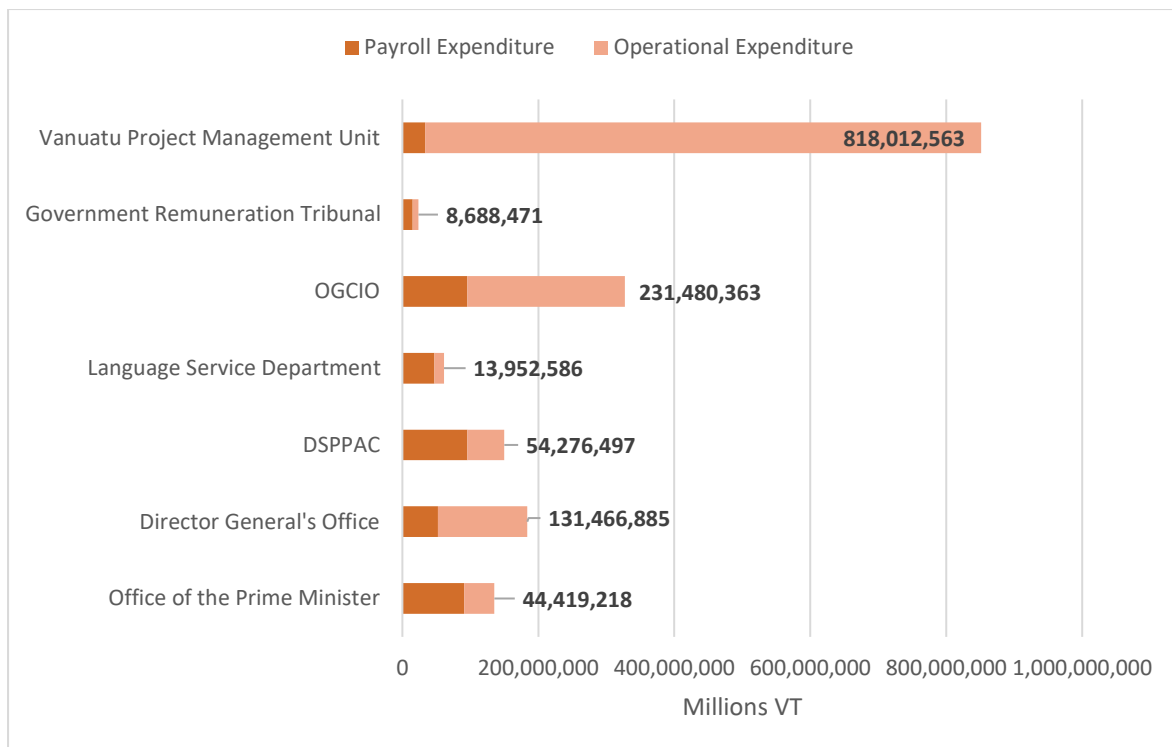
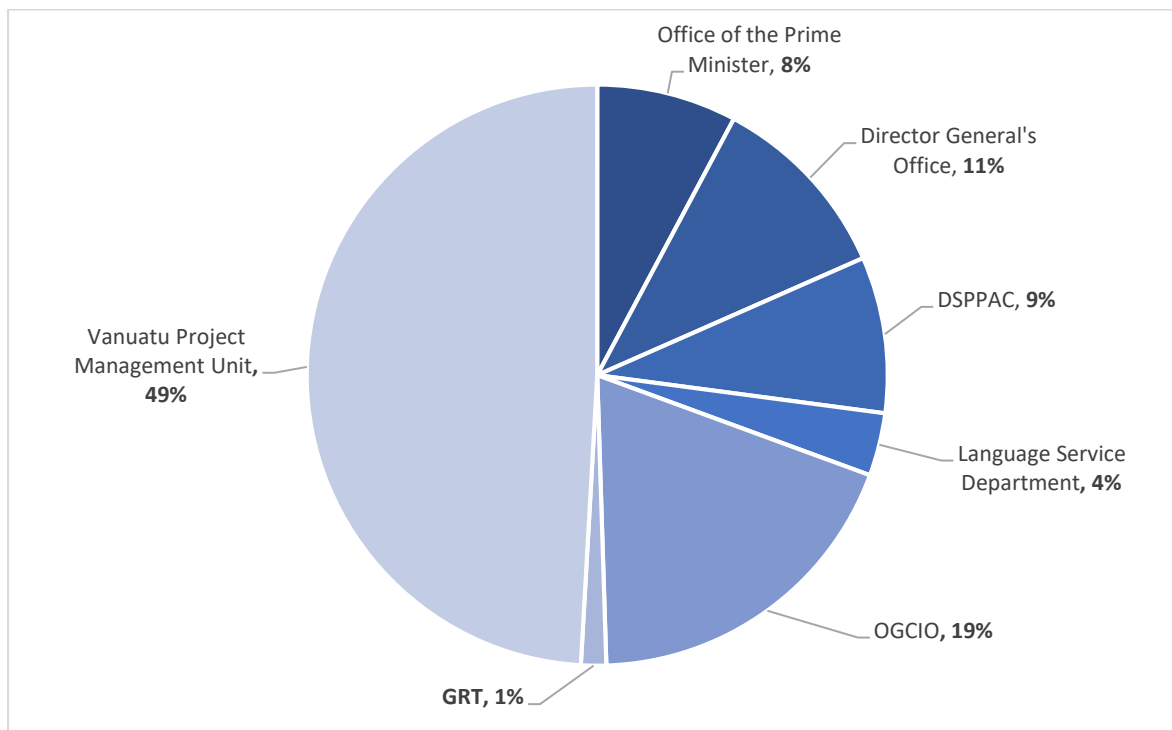


Figure 13: MPM Expenditure Proportion by Department, 2024



Statement of Commitments & Contingencies

In 2024, the Ministry of Prime Minister had the following commitment and contingency:

Table 22: Summary of MPM's Statement of Commitment & Contingency as at December 2024

Title/Nature of Commitment & contingency	Goal	General Terms & Conditions, and Total Amount
1. Government and Church Partnership Program <ul style="list-style-type: none"> Partnership Agreement between Government represented by Office of the Prime Minister and the Vanuatu Christian Council (VCC) 	To strengthen the role of Christian church organizations in the provision of relevant community service outputs that seek to achieve and maintain peace, security, social cohesion and safety for all citizens and visitors.	<ul style="list-style-type: none"> The Government agreed to allocate funds to VCC in the form of a grant over a period of five (5) years, beginning in 2021 and ending in 2025. In 2024, the government disbursed an amount of VT50,000,000 to VCC by Quarter four. Based on the partnership agreement, the VCC agreed to manage and disburse funds equitably to churches and stakeholders, including members, observers, Ministers Fraternal, and associate members.
2. Annual contract with EZZYKILL PEST CONTROL	Pest control and treatment, and general inspection and feedback at the PMO and PM's Official Residence	<ul style="list-style-type: none"> A three (3) year contract from January 2021 to December 2023. Undertake treatment and control of pests (e.g., cockroaches, millipedes, ants, centipedes, spiders, mosquitoes, rats) at the PMO and Official Residence of the PM.
3. Contract Agreement with Vanuatu Glass and Aluminium (VGA)	Improved security for and o the Office of the Prime Minister	<ul style="list-style-type: none"> Implementation of the phase two of PMO Building Top Floor Security Access Build and install partition along the PMO building top floor corridor in accordance to plan and timeframe (<i>due to unforeseen circumstances & non-payment, the commitment to pay VGA's contract rolled over to 2024</i>)

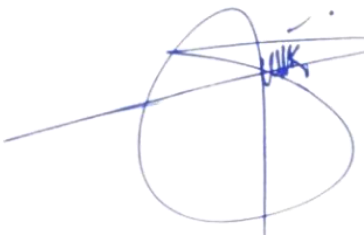


Title/Nature of Commitment & contingency	Goal	General Terms & Conditions, and Total Amount
4. Fresh Change Ltd	Maintain a healthy and hygiene work environment	<ul style="list-style-type: none"> • Supply, collection and disposal of Sanitary Bins
5. Leontine Rory	Beautification of PMO building top floor with flowers	<ul style="list-style-type: none"> • Annual contract to provide and care for flowers as beatification of PMO building's top floor. • Maintain and change pot plants of flowers when necessary.

Citizenship Office and Commission's Financial Statement, 2024

Statement of Representation

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

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

			
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Allan Liki Secretary General Citizenship Office and Commission		Maretha Elsa Visi Finance & Budget Officer Citizenship Office	

Statement of Appropriation

Table 23: COC Budget Appropriation, 2024

Code	Description	Original Appropriation	Supplementary Appropriations	Final Budget	Actual Expenditure	Total Expenditure	Under / (Over)
M01	Constitutional Agencies						
CKA	Citizenship Commission						
06AA	Citizenship Commission	68,808,891	0	68,808,891	50,176,792	50,176,792	18,632,009
CKA	Citizenship Commission Grand Total	68,808,891	0	68,808,891	50,176,792	50,176,792	18,632,009

Expense Summary Report, COC, 2024

The information (tables & graph) illustrates a summary of expenses of the Citizenship Office and commission in 2024.

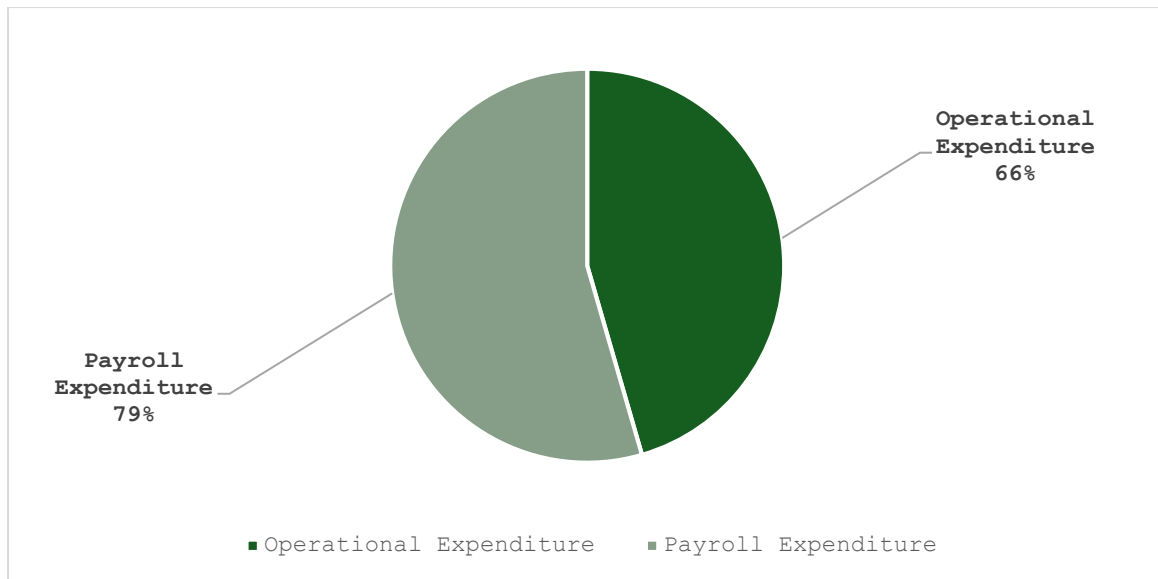
Table 24: Summary of COC Budget vs Actual Expenditure, 2024

Department	Budget (VT)	Actual Expenditure (VT)	Variance (VT)	% Of Budget Spent
Citizenship Office and Commission – Overall Expenditure	68,808,891	50,176,792	18,632,009	73%
Total	68,808,891	50,176,792	18,632,009	73%

Table 25: Summary of COC Payroll & Operation Expenditure, 2024

Department	Budget (VT)	Actual Expenditure (VT)	Variance (VT)	% Of Budget Spent
Citizenship Office and Commission – Payroll Expenditure	37,725,852	29,730,806	7,995,046	79%
Citizenship Office and Commission – Operating Expenditure	31,083,039	20,445,986	10,637,053	66%
Total (VT)	68,808,891	50,176,792	18,632,009	73%

Figure 14: Proportion of COC's Payroll and Operation Expenditure, 2024



Revenue Summary Report for COC, 2024

Table 26: Summary of Revenue generated by COC, 2024 (Billions of VT)

Account	Description	Revenue (VT)	Budget (VT)	Over/(Under)	Cash Received (VT)
	Capital Investment Immigration Plan Fees	3,321,701,903	1,864,000,000	1,457,701,903	3,321,701,903
7NFC	Honorary Citizenship Program Fees	0	0	-	0
7NFD	Election Fees	0	0	-	0
7NFE	Honorary Citizenship Fees	3,669,785,189	8,221,362,335	(4,551,577,146)	3,669,785,189
7NFF	Other Fees	0	270,000,000	(270,000,000)	0
7NFO	Citizenship Fees	22,151,277	320,000,000	(297,848,723)	22,151,277
7NFY	Application Charges Recoveries	858,092	126,000,000	(125,141,908)	858,092
Total Revenue and Receipts (VT)		7,014,496,461	10,801,362,335	(3,786,865,874)	7,014,496,461

Capital Expenditure

Whilst the Ministry of Prime Minister's recurrent operating budget being earmarked for its 2024 business plan implementation, there were also expenditures made from the recurrent budget for approved capital items for the ministry. The table below demonstrates the capital items and associated expenditures:

Table 27: Summary of MPM's Capital Expenditure by Items, 2024

Approved Capital Item(s)	Total Expenditures (VT)
Tiles for PMO Ground Floor	89,004
Maintenance & Gardening Tools and Works	248,987
ICT tools and equipment	515,532
Window/Glass cleaning PMO level	265,000
Furniture for PM's Office	1,091,290
Official uniform/suits for Cabinet and CSU PMO	623,587
Print on big umbrellas for PMO	345,000
TOTAL (VT)	3,178,400

Development Projects

Table 28: Progress Report Against Development Projects implemented by respective Departments/Agency under MPM, 2024

Project Description	Development Partner	Total Budget Received and Spending as @ 31/12/24	Status and Progress Made as @ 31/12/24	Challenges and Responses
21E909: Vanuatu CSO Technical Cooperation Facility (TCF) Project <ul style="list-style-type: none"> Start date: Aug 2020 End date: Dec 2025 	European Union (11 th EDF)	Total budget received: VUV 198,000,000 Total Spending: NA	<ul style="list-style-type: none"> Progressing well Year activities 50 to 100% completed 	<ul style="list-style-type: none"> CSOs heavily involved in response activities to two cyclones. (SoE delayed other component activities as well)
21F209D1: Recovery capacity building strengthening <ul style="list-style-type: none"> Start date: 2021 End date: Dec 2023 	DFAT	Total budget received: VUV 13,895,040 Total Spending: VUV 3,854,755	<ul style="list-style-type: none"> Remaining balance is from June, actual balance will be released early January 2024 The fund directed to meet the staff salaries. The fund is 72 % used up and the staff will be migrating to payroll form recurrent by 2024 	<ul style="list-style-type: none"> There is no current issues and challenges for this project. The implementation of this project is going well
22A309: TC Harold recovery fund for Audit and Coordination <ul style="list-style-type: none"> Start date: 2021 End date: 2027 	DFAT	Total budget received: VUV 29,310,165 Total Spending: VUV 29,310,165	<ul style="list-style-type: none"> There is no significant variable in the project fund total balance. Audit TOR is been developed and ready for further inputs from all sectors 	<ul style="list-style-type: none"> Capacity issues Delay in releasing the fund No field monitoring and evaluation due to Tropical cyclones Solution <ul style="list-style-type: none"> Audit report training

				schedule for next 2024 • Field visitation schedule for next year 2024
Vanuatu Hall of Justice Supreme Court Project	Funded – DFAT; MFAT; & Vanuatu Government	Aus.- 2333,038,104 NZ- 220,803,600 Vanuatu- 600,000,000	Work in progress • Final concept was approved in early August 2023 by VPMU SC. • Detail design of proposed new building completed in October 2023.	• Securing of adequate funding before tenders go out
Brenwei Hydro Power Plant	Funded – Asian Development Bank & Vanuatu Government	1.5 million VT	Works completed and commissioning of the Brenwei Hydro Power Plant occurred on 18 th December 2023.	• Irregular weather patterns and cyclones
South Paray Domestic Wharf	Funded – Asian Development Bank, New Zealand Government, & Vanuatu Government	1.5 million VT	Works back on track and progressing well	Irregular weather patterns and cyclones
Sarakata Hydro Phase 2	Funded – Japanese Government	JPY 4.5 billion	• Contract awarded to Dai Nippon – Japanese company, on July 20th, 2023. • Survey works commenced in October 2023	• Covid-19 pandemic caused bid prices to increase. • Irregular weather patterns and cyclones
Vanuatu Energy Access Project (VEAP) – Transmission lines from Turtle Bay to Port Olry, East Santo	Funded – Asian Development Bank & Vanuatu Government	ADB - \$ 6 million Vanuatu Government - \$ 2million	• Groundbreaking ceremony on July 21st, 2023, marked the start of construction of around 45.5 kilometers of transmission lines from Turtle Bay to	Irregular weather patterns and cyclones

			Port Olry, east Santo.	
Vanuatu Inter-Island Shipping Support Project (VISSP)	Funded – Asian Development Bank, New Zealand Government, & Vanuatu Government	USD 51.62 million	<ul style="list-style-type: none"> Outer Islands Maritime Project Report completed in June 2023. Construction of VISSP remaining ports (e.g., South Paray Wharf, etc.) seen as priority. 	<ul style="list-style-type: none"> Some selected sites were rendered too costly to construct wharves and jetties. Government to revisit selected sites and make further decisions.
Navigation Aids – Bauerfield Airport	Funded – Vanuatu Government	VUV 700 million	<p>Bauerfield's navigational aids ready for commissioning</p> <ul style="list-style-type: none"> Successful installation and testing of a set of new ground-based air navigational equipment both at Mele Bay and Khlems Hill. 	<ul style="list-style-type: none"> Irregular weather patterns and cyclones
Governance for Growth Program (Phase III)	DFAT	Total funding for 2017 to 2023: 2bn VT	Progressed very well with majority of sectors supported implementing their projects	NA

Statutory Authorities

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

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

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

Non-Statutory Bodies

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

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

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

Equity

Actions have had been taken in previous years to address *equity* and *inclusion* in the ministry. In 2024 few of these actions were strengthened and implemented to ensure equity is addressed at the ministry level. These actions included the following:

- Equal opportunity given to both women and men to apply for all vacant positions under departments and agencies under the ministry advertised in 2024. A good number of both women and men applied and interviewed for positions advertised. The outcome can be seen in the 4% increase in the proportion of female staff of the ministry in 2024.
- Promotion of female officer(s) to permanent and high positions, based on their outstanding performances.
- Females taking up positions in the technical departments (i.e., DSPPAC, DCDT and NSCS) that were once dominated by males.
- Capacity building (short- & long-term trainings, and secondments) opportunities given to both male and female staff of the ministry.
- Involvement of both male and female staff in organizing committee(s) of events hosted by the Prime Minister (e.g., Independence Anniversary Ball), and internal committees (e.g., Finance and Asset Management Committee; RFQ Screening Committee); Public Service Day Committee; and

- Involvement and participation of all MPM staff in the 2024 planning and budgeting processes of the ministry; and
- Assisted clients and visitors attentively.

Right to Information

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

There were no requests received by the Ministry under the Right to Information Act in 2024.

Reports by the Auditor General

There were no audits carried out at the ministry in 2024. Therefore, the ministry had not received a report from the Auditor General's Office in 2024.

However, it is proper to note that a Commission of Inquiry (COI) was appointed by then Minister of Justice and Community Services, Hon. John Still Tariqwetu (MP) in 2023 to investigate allegation of corruption within the Citizenship Commission. The investigations were completed during the 2nd quarter of 2024.

Comments by the Ombudsman

During 2024, the Ministry of Prime Minister had not received any comments and/or reports from the Office of the Ombudsman.

Decisions of Courts

In 2024, the Ministry of the Prime Minister has not received any judicial decision handed down by the Supreme Court of the Republic.

Complaints Mechanism

The Ministry administers internal complaints (i.e., staff issues) through the process delineated by the Office of the Public Service Commission (OPSC) and Public Service Staff Manual (PSSM) – Chapter 6. This entailed that internal complaints were managed by the middle managers (Heads of Units) as the first counselling approach before forwarding to the Director responsible. The Director manages it and where no improvements were made, the Director will recommend to the office of the Director General to relate these internal complaints to the OPSC for final deliberation and decision.

The external complaints, particularly from the public about the MPM's operational role and services, were addressed to either the Director General Office or the Office of the Prime Minister through the Political Advisors and the Private Secretary to the Hon. Prime Minister. Where the external complaints were addressed to the Political Advisors and Private Secretary to the Hon. PM, the complaints were redirected to the Director General's Office to address them. This mechanism was employed to address external complaints in 2024.

The internal complaints were mainly about work ethics and performance, as well as staff benefits. The work ethics and performances issues were handled at the department and unit levels, whilst the staff benefits issues (i.e., allowances, partial severance, promotion to high position(s)) needed collaborative efforts from the department/agency concern, the Director General's Office, and the Office of the Public Service Commission. The outcomes were the fact that staff received their benefits as expected, few staff were promoted through direct appoints to positions they occupied on acting bases, and there was an overall improvement in work ethics and performance of staff as 2024 progressed.

However, the increase of salary for a few staffs did not eventuate in 2024. The main reason was that the staffs concerned did not submit their performance reports for the previous year and 2024 again. As a result, they are yet to be paid at a new (increased) salary scale.

Legal advices were sought from the OAG for all legal issues and complains. The Ministry of the Prime Minister is not aware of any investigations by the Ombudsman's Office, or that the National Auditor General had carried out during the year in relation to its operations.

Fraud Control

As stated, 2024 was a challenging year for this ministry with risks of committing fraud were detected and mitigation measures were implemented to prevent fraudulent activities. The table below summarises the risk of fraud and actions taken to inhibit fraud at the MPM.

Activity/Item	Fraud Risk Level (High, Medium, Low)	Mitigation Measure
More than one PMO account at Wilco Hardware with outstanding payments	High	<ul style="list-style-type: none"> Consulted and collaborated with Wilco Hardware's Finance Team to ensure PMO's accounts at Wilco Hardware remained closed, until it is cleared of all outstanding invoices
Community Development Fund (CDF)	High	<ul style="list-style-type: none"> A sign-off form was developed and implemented – members of communities or their representatives sign-off on the form when collecting the CDF LPO payment from MPM's CSU In addition, a sticker was printed and placed on all items purchased with the Hon. PM's CDF
Purchase of new office vehicles	Medium	<ul style="list-style-type: none"> Collaborated with OPSC's Fleet Management Unit in ensuring all due diligent processes and checks are followed through. Compliance to PFEM Act and financial regulations
Last minute and urgent use of office vehicle after working hours (without proper approval)	High	<ul style="list-style-type: none"> Verbally informing Fleet Management Unit (i.e., face-to-face; phone conversation) on the urgent use of vehicle after working hours Sending an email or text message to Manager Fleet Management Unit to reconfirm verbal approval and directions

		provided on when to return the office vehicle to the MPM Compound.
Accountable imprest acquittals	High	An internal accountable imprest acquittal form was developed and implemented, in collaboration with DoFT.

Moreover, the Ministry of the Prime Minister always refers to and abides by the MFEM Act and its financial regulations and requirements as the principal documents to assess risks of fraud and take action to control fraud where risks have been discovered. Finance and Administration Officers of departments and agencies under the ministry frequently collaborated with DoFT to ensure the MFEM Act and financial regulations were implemented at the ministry level. Some of the common financial practices used to control fraud are listed below:

- For activities and items costing less than a million VT
 - Three quotations of items collected from three suppliers; a quotation from a preferred supplier is selected; LPO committed; and a justification note is made to accompany the payment.
 - In cases where an item or equipment can only be found in specific supplier, then a quotation is collected; LPO committed; and a justification note is made to accompany the payment
- Activities/items costing a million VT and over.
 - Request For Quotations (RFQs) coordinated & facilitated for planned activities costing 1 million VT and over; suppliers submit RFQs; MPM Compound Management Team undertook screening of RFQs and select best suited supplier; formal letters of acknowledgement disseminated to both successful and unsuccessful bidders (suppliers); contract developed and signed between MPM and supplier; first payment made to supplier before commencement of activities, & final payment made after completion of activities and based on a completion report produced by PWD engineer.
- Project funds managed by PMO
 - Due diligent processes, checks and balances followed and these includes:
 - A technical team established to manage all processes involved in accessing the project fund.
 - For projects worth 10+ million VT, tender processes were adhered to according to the Tenders Act, and RFQs for projects less than 10 million VT.
 - Requisition forms fully completed and signed off by relevant Managers, Directors, and DGs.
 - Thorough check by the ACU in ensuring all requirement processes followed and all documents provided.
 - Commitment of payment when all due processes and documents are in order.
- Copies of LPO payments filed, both electronically and in hard copy

Another measure used to control fraud at the ministry level was assigning certain limits of amounts of funds to be approved by respective Heads, Directors, and DG. This was and is a recurring requirement by the MFEM for government line ministries to submit samples of LPO amount signatories to MFEM by January annually.

Since many planned activities require travelling where public funds were expended as accountable imprest, departments and agencies under the MPM have developed and implemented internal

financial checks. These were specifically to verify expenditures made with accountable imprest. An internal form was developed and used by Finance & Admin Officers, and Directors, and DG sign off on the accountable Imprest acquittal forms after checking the accountable imprest acquittal thoroughly. When all checks completed, the accountable imprest acquittals were submitted to DoFT.

Compliance to PSC's Fleet Management Unit and financial regulations and requirements to purchase a new G plated vehicle was a measure stringently implemented in 2024 to curb fraud related activities. When purchasing a brand-new G plated vehicles in 2024, all processes and requirements of the PSC Fleet Management Unit and the DoFT were followed. These involved filling up and getting forms approved by PSC Fleet Management Unit, and the RFQ process outlined above.

It is also worth reiterating that departments and agency under the MPM seek legal advice from OAG and DoFT in relation to the legality of certain payments before committing funds for such payments.

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