



MINISTRY OF THE PRIME MINISTER

CORPORATE PLAN

2026 - 2030

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Acronyms

1 st PA / PAs / PS	First Political Advisor / Political Advisors / Private Secretary
ACU	Aid Coordination Unit
ADR	Annual Development Report
APMS	Aid Project Management System
AR / QR / HYR	Annual Report / Quarterly Report / Half Yearly Report
ASP	Adaptive Social Protection Policy
BCP	Business Continuity Plan
CAC	Central Agencies Committee
CBI	Citizenship By Investment
CDF	Community Development Fund
CIIP	Capital Investment Immigration Program
COC	Citizenship Office and Commission
COM	Council of Ministers
CP / BP	Corporate Plan / Business Plan
CRP	Comprehensive Reform Program
CSO/NGOs	Civil Society Organizations/Non-Government Organizations
CSU	Corporate Services Unit
DC	Developing Country
DCAs	Development Cooperation Agreements
DCDT	Department of Communications and Digital Transformation
DCO/SOP	Development Committee of Officials / Standard Operating Procedures
DG	Director General
DLA	Department of Local Authority
DoFT	Department of Finance and Treasury
DP	Development Partner
DRCU	Disaster Recovery Coordination Unit
DSP	Development Support Program
DSPPAC	Department of Policy, Planning and Aid Coordination
EDF	European Development Fund
EU	European Union
FMIS	Financial Management Information System
GDP	Gross Domestic Product
GfG	Governance for Growth
GIP	Government Investment Program
GPPs	Government Policy Priorities
GRM	Grievances Redress Mechanism
GRT	Government Remuneration Tribunal
Hon. PM / PM	Honourable Prime Minister / Prime Minister
HRM/D	Human Resource Management / Development
HRO	Human Resource Officer
ICT	Information and Communications Technology
LSD	Language Services Department
M&E	Monitoring and Evaluation
MBC	Ministerial Budget Committee
MFEM	Ministry of Finance and Economic Management
MOFA / DoFA	Ministry / Department of Foreign Affairs
MP	Member of Parliament
MPM	Ministry of the Prime Minister
NDMO	National Disaster Management Office
NDRF	National Disaster Recovery Framework
NPF	National Planning Framework
NPPs	New Project/Policy Proposals

Acronyms

NRC	National Recovery Committee
NSA	National Security Advisor
NSC	National Security Council
NSDP	National Sustainable Development Plan
OAG	Office of the Attorney General
ODA MP	Official Development Assistance Management Policy
OPSC	Office of the Public Service Commission
PDNA	Post Disaster Needs Assessment
PFEM	Public Finance and Economic Management
PLOs	Principal Language Officers
PMO	Prime Minister's Office
PPP	Public Private Partnership
PSC	Public Service Commission
REO	Real Estate Option
RTI	Right to Information
SDGs	Sustainable Development Goals
SG	Secretary General
SOE	State Own Enterprise
SPC	South Pacific Community
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TAs	Technical Assistance/Advisors
TRBR	Telecommunications and Radio Broadcaster Regulator
VBMS	Vanuatu Budget Management System
VBOS	Vanuatu Bureau of Statistics
VBS	Vanuatu Bureau of Standards
VBTC	Vanuatu Broadcasting and Television Corporation
VCC	Vanuatu Christian Council
VCP	Vanuatu Contribution Program
VIPAM	Vanuatu Institute of Public Administration and Management
VNSC	Vanuatu National Security Council
VNSCS	Vanuatu National Security Council Secretariat
VPF	Vanuatu Police Force
VPMU	Vanuatu Project Management Unit
WPDP	Work Performance and Development Plan (Performance Appraisals)



Preface from the Hon. Prime Minister

After just over a year in Government it gives me great pleasure in presenting the Corporate Plan 2026-2030 for the Ministry of the Prime Minister. This is a critical period as we move into the final five years of the National Sustainable Development Plan 2016-2030 (the NSDP).

Notwithstanding the significant development challenges that our country has endured over the years, reports in implementation of the NSDP since inception have indicated good progress.



Honourable Jotham Napat

But we must intensify national efforts through stronger coordination across Ministries, as well as establishing meaningful partnerships with provincial authorities, the private sector, civil society, and with our valued development partners. Collective effort and shared responsibility are essential to turning policy into tangible outcomes for our people.

This Plan provides a structured framework to strengthen governance, improve service delivery, and ensure that development reaches all communities across our islands. It reinforces our commitment to accountability, transparency, and effective public sector performance. To meet those objectives agreed to for 2030, Vanuatu has prioritized the decentralization of services, with a slew of accelerated actions to meet our development plan targets.

The MPM Corporate Plan 2026 – 2030 is an operationalization of these accelerated actions. It is a document that provides clear strategic objectives to ensure tangible results. Annual business plans provide the mechanism that Ministries use to allocate funding to fulfil the specified objectives.

The MPM is the Head of the Executive branch of Vanuatu, and the Departments and Units within the MPM, along with the Director General's Office and my Cabinet, must aim to enhance governance and promote transparency to support the effective and efficient functioning of the executive. We have the responsibility of ensuring that Government policies and programs are coordinated responsibly and with momentum. Other Government Agencies may use our Corporate Plan as an aspirational model to replicate, as a way of ensuring their own strategic planning are aligned to the priorities outlined in the National Sustainable Development Plan.

The alignment of the Corporate Plans to the NSDP has had its challenges but we are moving forward with confidence in our ability to deliver. I call on all in the Ministry to take ownership of this Corporate Plan and to work collaboratively to implement its strategic objectives. A vehicle for faster delivery of the last phase of the NSDP is the Government's Yumi Tugeta Strategy that aims to transform the economy leading to the 50th anniversary of our great country. As we approach the Golden Jubilee, we must do so with confidence that would ensure the success of this five-year Plan. Our dedication, professionalism, adaptability, and a clear focus on results for our peoples must be embedded in the Ministry's conscience.

Not only is this a roadmap for the Ministry but also reinforces our unwavering commitment to the people of the Republic of Vanuatu- to deliver better services, strengthen institutions, and build a more resilient and inclusive nation for present and future generation as we prepare the fundamentals for that next development journey Beyond 50.



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

Introduction and Overview of the Ministry

by Director General

History

In the 1970s, the tide towards gaining independence were made known and with strong ambitions. The stage was finally set in 1977 when the United Nations' Decolonization Committee agreed on the agenda of Independence for New Hebrides. The events that followed include developing an agreed constitution for an independent nation and holding the general elections.



Mr. Georges Maniuri

Several political groupings (or parties) contested in the elections of 1979; however, the Vanua'aku Pati won the majority of the seats – "25 out of 39 seats" of the representative assembly.

Having had the general elections, a leader was required to lead the elected representative assembly going into the year earmarked for independence. A position known as the 'Chief Minister' was created along with its deputy and ministers for lands, finance, education, health, natural resources, social affairs, transport, communications and civil aviation.

One of the prolific independence campaigners and leaders within the Vanua'aku Pati, Late Fr. Dr. Walter Hadye Lini, was elected by the representative assembly as the Chief Minister. The Office of Chief Minister was created. This was the beginning of the establishment of the Office of the Prime Minister.

From independence, there were nine portfolio ministries created based on the priorities and situation of Vanuatu at that time. These ministries were, namely, the Ministry of Justice, Ministry of Interior, Ministry of Lands, Ministry of Finance, Ministry of Education, Ministry of Health, Ministry of Natural Resources, Ministry of Social Affairs, and Ministry of Transport, Communications and Civil Aviation. The Office of the Prime Minister was allocated the Ministry of Justice. At his election by parliament as the first Prime Minister of the Republic of Vanuatu, the late Fr. Dr. Walter Hadye Lini was also the Minister of Justice.

The Government evolved in response to changes in national, regional and international circumstances. Changes were required and made to the number of government ministries, and portfolio allocations to elected Members of Parliament on the government side.

The Office of the Prime Minister (or "Prime Minister's Office") was established under the Constitution of the Republic of Vanuatu. The Prime Minister is the leader of the Government and the "Principal Minister" of the Council of Ministers (COM). The principal leadership roles of the Prime Minister are stated in the Government Act No.5 of 1998.

Technical departments and units that were established as a result of the shift from the "Prime Minister's Office" to the Ministry of the Prime Minister. The role of the Departments and agencies were to assist a Prime Minister undertake their role as stipulated in the Constitution of the Republic of Vanuatu (chapter 7, section 39 (1)), and Section 5 of the Government Act [CAP 243].

The Ministry of the Prime Minister gradually expanded as more important functions of the government were added to the ministry. This expansion of the ministry was and is directly related to implementation of specific chapters and sections of the constitution of the republic, as well as legislation approved by the parliament.

The Ministry of the Prime Minister is made up of the following departments, units and agencies:

Director General's Office (encompasses the Corporate Services Unit, the Secretariat to the

Council of Ministers – “COM Secretariat” and the Vanuatu National Security Council Secretariat);

- *Department of Strategic Policy, Planning and Aid Coordination (comprising of the Policy and Planning Unit, the Aid Coordination Unit, the Monitoring and Evaluation Unit, the Disaster Recovery Coordination Unit and the Right to Information Unit);*
- *Language Services Department;*
- *Government Remuneration Tribunal and Secretariat;*
- *Department of Communications and Digital Transformation;*
- *Office of the Citizenship Commission; and*
- *Vanuatu Project Management Unit.*

The Director General is Chairperson of several Committees that oversee the coordination of important functions the Ministry. These Committees are the Development Committee of Officials, the National Recovery Committee and the Central Agencies Committee.

An organizational structure and a brief description of the functions of each agency under the Ministry of the Prime Minister are outlined in Section 4 and 5 of this Plan. Structures and functions change over time, in response to a country’s development needs, while curbing potential threats to the country and the people.

Context of Government’s Overarching Policies in the Ministry

The Government, including the Ministry of the Prime Minister, is guided by the National Sustainable Development Plan 2016–2030 (the NSDP), and its complimentary documents: the NSDP Monitoring and Evaluation Framework and the National Planning Framework. Planning documents such as the five-year Cooperate Plan and the annual Business Plan, are produced by each Ministry to operationalize the NSDP. Each Government Agency’s Corporate Plan aligns to the NSDP’s development goals and Policy Objectives. The NSDP sets the country’s vision and overarching policy framework to achieve a “...stable, sustainable and prosperous Vanuatu”. The National Sustainable Development Plan 2016–2030 incorporates the global Sustainable Development Goals (SDGs) over the same period.

The national vision and the framework for action outlined in the NSDP were informed by the priorities voiced by the Ni-Vanuatu people, communities, elected representatives, the private sector and civil society over the course of a three-year consultation programme undertaken across the whole country. These united voices articulate what we want for ourselves, our children, future generations and our country at large.

The NSDP is an ambitious plan. The government is committed to its implementation, monitoring, and reporting on its progress. Success, however, is dependent on the collective ownership of the NSDP and collaborative partnerships between the people, government, community leaders, businesses and civil society. Our development partners must ensure their programmes are aligned to the national vision, goals and policy objectives outlined in the NSDP.

The Ministry of the Prime Minister’s Corporate Plan is grounded on the framework of the three pillars of the NSDP: Society, Environment and Economy, and its fifteen broad policy goals and two hundred and five targets. The Ministry’s Corporate Plan is developed to assist agencies to achieve specific goals, policy objectives and targets of the NSDP.

The Corporate Plan, along with the Business Plan and Budget Narratives developed for the MPM and its resources (both human and financial) to realize these NSDP goals: Society Goals 5 and 6; Environment Goal 3; and Economic Goals 1, 2, & 4.

In 2022, the MPM spearheaded a review of the implementation of the The National Sustainable Development Plan 2016–2030, from the period 2016 to 2020. This was a year-long consultation that indicated that we had achieved 45% of implementation and achievement of the targets outlined in the NSDP M&E Framework. This Corporate Plan and the accompanying Business Plans from 2026 to 2030 will outline accelerated implementation strategies aimed at achieving the policy objectives the MPM agencies work to achieve.

In addition to the NSDP, there are legislation and national planning requirements put in place to be implemented by the MPM (and other government ministries). For instance, the Public Service Act (1988) requires Directors General to provide “a corporate plan in a form, content and at a time directed by the Public Service Commission (PSC).”

The National Planning Framework (2024) is a revision of the 2018 National Planning Framework. The revised planning and reporting framework is designed to improve the implementation of the NSDP, and to coordinate ministry planning and budgeting at all levels of Government with a focus on improved performance and service delivery. The NPF was developed to provide guidelines for Government of Vanuatu Corporate Plans and Business Plans to be developed. It ensures that planning across the government of Vanuatu is carried out in a uniform manner. Furthermore, the NPF is designed to provide the necessary background and information so that all government entities are certain as to the “how and why” of the planning process.

“The revised planning and reporting framework is further designed to improve the implementation of the NSDP, and to coordinate ministry planning and budgeting at all levels of the Government with a focus on improved performance and service delivery.” (NPF, 2024).

The MPM also has mandates outlined in the Constitution of the Republic of Vanuatu, as well as the Government Act [CAP 243] of 1998. Chapter 7 of the Constitution makes provision for the operation of executive power in Vanuatu. The primary statement regarding executive power is in Section 39 (1):

“The revised planning and reporting framework is further designed to improve the implementation of the NSDP, and to coordinate ministry planning and budgeting at all levels of the Government with a focus on improved performance and service delivery.” (NPF, 2024).

The Government Act [Cap 243] provides for the MPM as follows:

1. *The Prime Minister is the principal Minister of the Council and responsible for the appointment from amongst the members of Parliament of other ministers to the Council and, may appoint a Deputy Prime Minister from within the Council.*
2. *The executive power of the people of the Republic of Vanuatu shall be vested in the Prime Minister and the Council and shall be exercised as provided for by the Constitution and by any other enactment not inconsistent with the Constitution.*
3. *The Prime Minister may by written instrument specify the functions, duties and responsibilities of each minister.*

Under the Government Act, the Prime Minister has the following responsibilities:

1. *Strategic policy, planning and significant administrative decisions;*
2. *Coordinating the activities of Government;*
3. *Determining the fundamental direction of foreign policy;*
4. *Ensuring observance of the rule of law in public affairs;*
5. *Overseeing the implementation of Government policy beginning with the implementation of the Comprehensive Reform Program;*
6. *Reviewing the machinery and structure of Government; and*
7. *Tendering advice to the President.*

The Government Act also provides for a Secretary to the Council of Ministers (Section 7 (1)).

The Prime Minister as Head of Government is responsible for policy making and ultimately accountable for ensuring that it is implemented properly. A formal legislative exception to this general rule relates to fiscal policy, which is the responsibility of the Minister for Finance and Economic Management.

In developing its plans, the MPM also ensures that planned activities are aligned with the disaster recovery strategies outlined in the National Recovery Strategy 2020 - 2023. Furthermore, when implementing its policies, programs and activities, the MPM is mindful of the National Disaster Recovery Framework (NDRF) 2021 as its guiding document in not only mitigating the risks of natural disaster, but also to be able to respond and recover effectively during a post disaster period. These two guiding documents are important because Vanuatu is ranked as highly vulnerable to natural disasters.

The NSDP, legislation, the national planning and reporting frameworks and strategies as substance to the development of the ministry's corporate plan illustrates the government's hierarchy of plans.

A depiction of the hierarchy of plans is clearly laid out in annex 1 (pg.78) of this corporate plan. The ministry refers to this hierarchy as the 'MPM's planning framework'.

With this planning hierarchy, the MPM's Corporate Plan translates the NSDP into a delivery framework for the MPM driven also by our Vision, Mission, Values statements and strategic directions and objectives set out in this Corporate Plan.

The MPM Corporate Plan 2026 - 2030 therefore operationalizes the specific NSDP goals and policy objectives related to the functions of the ministry. These, in turn, provide a solid basis for the development of detailed annual Business Plans by the departments within the MPM, that will eventually lead to a clearly defined development of sound Budget Narratives.

The Corporate Plan is a central part of the Ministry's strategic and business planning, providing a clearly defined and targeted performance framework to deliver its Constitutional obligations and organizational role specified by the Government Act (2006), the Public Service Act of 1998. It describes the current position of the MPM, informed by the NSDP. It also sets out the strategic directions and priorities of the Ministry for the coming 5 years.

Our progress against the strategic objectives and expected outputs of the Corporate Plan is to be measured through Performance Indicators. Some of them will help monitor the implementation of the Plan; other indicators will be used to evaluate the results of our activities.

In addition, and most importantly, the NSDP confirms our nation's commitment to deliver the global Sustainable Development Goals (SDGs) to which Vanuatu is a signatory. The Ministry of the Prime Minister plays a critical role in coordinating the implementation of the NSDP as well as monitoring and evaluating the outcomes. Hence, it is imperative that the MPM (and all government agencies) align its Policy Directions, Strategic objectives, Corporate Plan and Business Plan with the NSDP goals and subsequently, the SDGs.

Current and Emerging Trends, Issues, Risks and Challenges

In implementing the MPM mandates under the Constitution, the Government Act and other legislation and policies, the MPM has experienced and encountered continuous changes, issues, opportunities, risks, and challenges over the past 45 years. Below are some of the current and emerging organizational development trends, issues, risks and challenges for the MPM:

CURRENT ORGANIZATIONAL DEVELOPMENT TRENDS

- Outdated legislation, regulations, policies & organization structures
- Strengthening performance management
- Demand for ICT developments and innovations
- Increasing use of ICT, with existing paper-based documentation of official documents
- Networking and partnership
- Changing legislation, regulation, policies & organization structures
- Stronger performance management, and performing based on demand
- Advance ICT development and innovations
- Increased and improved use of ICT and digitization of official documents
- Increasing networking and partnership
- Engaging citizens in decision-making – levels of decision making

CURRENT & EMERGING TRENDS

The current issues faced by the Ministry of the Prime Minister are listed below. If not resolved or addressed, such issues will reemerge in the future:

- Resource gaps
 - Budget constraints (recurrent)
 - Human resource capacity & skills gaps (related to budget constraints as well)
- Insufficient office space
- Weak cooperation and collaboration within the Ministry
- Lack of proactive planning
- Political interference & influence
- High electricity consumption, no proper standby generator, shared meters for different agencies within the MPM

RISKS

In all organizations (government or private), risks always exist. These organizational risks must be considered so that effective mitigation measures are formulated and implemented to minimize and avoid impacts of the identified risks. At the MPM, the following risks are identified:

- Power (electricity) outage – can lead to breakdown of ICT machines/equipment
- No provision of clearly marked emergency exits during an earthquake or fire
- Unauthorized parking of vehicles along compound driveways – possibly causing accidents
- Insecure MPM compound – fencing and main entry gate needs upgrading
- Security capacity for MPM compound
- Lack of preparedness towards natural hazards/disasters and pandemics (e.g., COVID-19)

CHALLENGES

The challenges that hinder or may cause hinderance to the MPM's planned activities includes (but not limited to) the following:

- Natural hazards & disasters (Climate change, cyclones, earthquakes) including pandemics
- Political interference / instability
- Lack of proactive planning
- High staff turn-over (internal; pay scale vs responsibilities. external; medical, study leave)
- Economic growth vs budget allocation to MPM (including other ministries)

Having outlined the brief history, government's overarching policies in the ministry and some organizational development trends, issues, risks and challenges, it is equally important to highlight that this Corporate Plan is the product of consultation and cooperation between all departments, units and agencies under the ministry.

I take this opportunity to acknowledge the invaluable contributions of the Corporate Service Unit; the Director, Department of Strategic, Policy, Planning & Aid Coordination (DSPPAC); Director, Government Remuneration Tribunal (GRT); Director, Language Services Department, Director, Department of Communications and Digital Transformation, Director, Vanuatu Project Management Unit, Secretary General, Citizenship Office and Commission, National Security Advisor, National Security Council Secretariat, and Heads of all units within the Ministry of the Prime Minister and our delivery partner – the Office of the Public Service Commission (OPSC).

The Ministry of the Prime Minister is poised and devoted to implement this Corporate Plan. I encourage all staff to become familiar with the Corporate Plan and to use it to help inform how each agency operates, in terms of what you are doing and why.

Moreover, I would like to remind all Directors, Heads of units and officers to continue to work as a team to deliver the results outlined in this MPM Corporate Plan.



Mr. Georges Maniuri
Director General
Ministry of the Prime Minister



Statement of Vision, Mission, and Values

The Corporate Vision & Mission Statement

Vision

A stable, transparent and accountable leadership in the Government.

Mission

- To strengthen the governance and respect the rule of law by:
- Upholding the Constitution, the rule of law and good governance principles;
- The development and efficient management of strategic directions, government policy priorities, and resource allocation for the country; and
- Deliver a National Infrastructure Project Development to a quality standard and a desired outcome that serves the people's need and boosts the country's economy.

Organizational Values

Values

The Ministry of the Prime Minister recognises that in order to fulfill its Vision and Mission; the following values have to become an integral feature to strengthen the culture of our working environment:

1. **Leadership:** promoting strong leadership for result and innovation and most importantly providing sound policy and planning advice to the Government.
2. **Effectiveness and 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.
3. **Teamwork and Cooperation:** valuing team spirit and cooperation as foundation for success. Therefore, teamwork is encouraged in all aspect of the MPM activities.
4. **Integrity and confidentiality:** ensuring a safe working environment that promotes honesty, strong moral principles, networking, and sound partnership.
5. **Accountability:** delivering accountability, for the decisions and success of the ministry while jointly celebrating successes and rewarding excellence.
6. **Transparency:** fostering effective and clear communications, meetings, openness and honest decisions taken at all levels as a cornerstone of MPM's credibility.
7. **Equity:** striving for equality and ensuring equity in all the administrative operations and decision makings.
8. **Responsiveness:** building a ministry that is responsive to the needs of Vanuatu.
9. **Reliability:** perform due diligence consistently in the policy and planning arena, ensuring the delivery of services to achieve targets and strengthening relationships.
10. **Respects:** respecting each other's rights and privileges to promote unity and teamwork regardless of age and gender.
11. **Inclusive:** development of policy and planning at all levels should integrate the traditional governance values to ensure harmonization across all planning process.
12. **Resilience and Sustainable:** Build a strong government through robust administration that can withstand environmental challenges and continue to function with by using the internal resources.

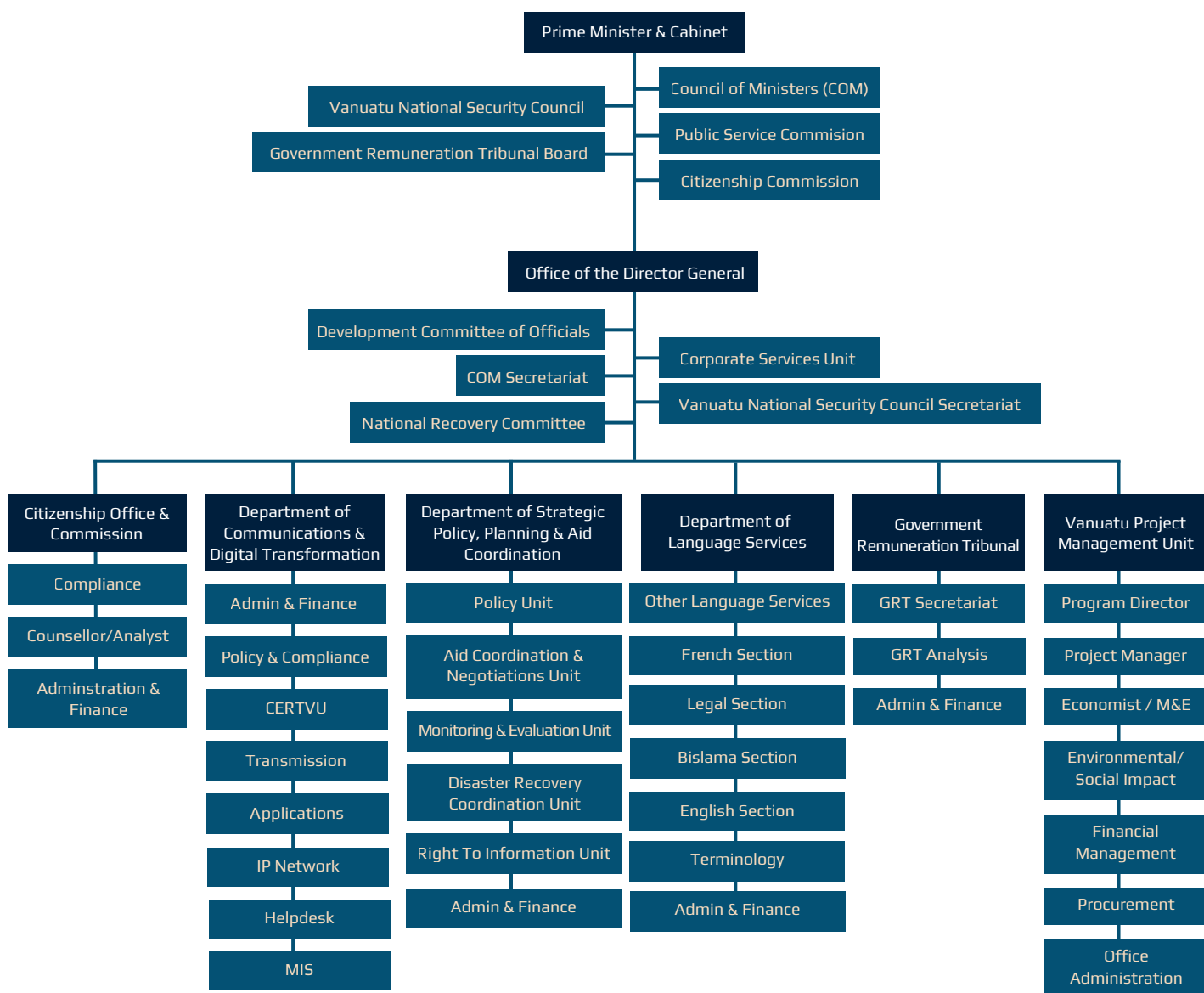
Overarching Organization Structure

The organization structures of the Ministry were developed by departments and agencies discretely and approved by the Public Service Commission (PSC). The most recent organigrams of departments and agencies were approved by the PSC in 2023.

Reviews on organization structures of the respective departments and agencies under the ministry has been undertaken to some extent to meet new legislative and policy requirements, and will still evolve in the next five years. The anticipated changes are to ensure the effectiveness and efficiency of the Ministry in delivering services to all its stakeholders and most importantly the people of Vanuatu.

An overarching organization structure of the Ministry is portrayed below, highlighting the departments and agencies, including statutory bodies and committees under the Ministry of the Prime Minister.

— Figure 1: MPM Overall Organization Structure, 2026 —



Functions of the Ministry

The functions of the Ministry of Prime Minister are made in relation to the functions of agencies, departments and units under the ministry.

Office of the Prime Minister

The Office of the Prime Minister comprised of the Prime Minister and the Cabinet Officers, also known as political appointees.

The functions of the Prime Minister are stipulated in Chapter Seven (7) of the Constitution of the Republic of Vanuatu and Part Two (2) of the Government Act [CAP 243] of 1998. These functions pertain the Prime Minister as the leader of the Government and is responsible for:

- Strategic policy-planning and significant administrative decisions;
- Coordinating the activities of Government;
- Determining the fundamental direction of foreign policy;
- Ensuring observance of the rule of law in public affairs;
- Overseeing the implementation of Government policy beginning with the implementation of the CRP and the NSDP;
- Reviewing the machinery and structure of Government; and
- Tendering advice to the President.

Director General's Office and Corporate Services Unit (CSU)

The Corporate Service Unit (CSU) is the operational arm of the Office of the Director General. The CSU plays an important function in assisting the Office of the Director General to provide an effective and efficient administrative support to the Office of Prime Minister and the agencies, departments and units under the Ministry of the Prime Minister with the following:

- Financial management
- Human resource management
- Utilities administration for the PMO complex
- Coordinate and facilitate travelling logistics of the Prime Minister
- Management of the Prime Minister's Office compound and Prime Minister's official residence
- Coordination of the official functions under Prime Minister's Office, and other ad hoc activities that are directed by the Office of Prime Minister; and
- Provision of administrative support to Council of Ministers (COM) Secretariat, and Development Committee of Officials (DCO).

Whilst the CSU focusses on operations and administrative support, the Director General manages strategic policy and planning directions by providing sound policy advice to the Office of Prime Minister.

Council of Ministers (COM) Secretariat

In ensuring an effective administrative support to the Council of Ministers (COM), the Secretary to the COM position was established under Part Three (3), Section Ten (10) of the Government Act [CAP 243] of 1998. The functions of the Secretary to the COM are specified under Part Two (2), Section 7 and Part Three (3), Section Eleven (11) of the Government Act. It entails the following:

- Attending Council meetings, and keeping written record of each COM meetings;
 - Responsibility for ensuring the effective and efficient administration of the business of the Council;
-

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- The provision and co-ordination of administrative assistance to the Council;
 - Co-ordination of submissions made to Council; and
 - Complying with the provisions of the Government Act or any other enactment.

Department of Strategic Policy Planning and Aid Coordination (DSPPAC)

The Department of Strategic Policy, Planning and Aid Coordination (DSPPAC) is a technical office within the Prime Minister's Office. The office functions to assist and enable the Prime Minister to develop, oversee and monitor the vision of the government and to provide strategic leadership for cross-sectoral policies. The DSPPAC has the overall responsibility for ensuring alignment of planning, budgeting and reporting with regard to the National Sustainable Development Plan.

The DSPPAC has the responsibility of providing high level policy and administrative support to the Prime Minister, Central Agencies Committee (CAC), the Developmental Committee of Officials (DCO), and the National Recovery Committee. The agency oversees the implementation of the Vanuatu 2030: The People's Plan through the coordination of government strategic policy, planning and budgeting processes, and improved evidence-based decision making. It is the Department's responsibility to establish common structures and standards for effective monitoring and evaluation to improve efficiency and effectiveness of service delivery. It also has an additional responsibility of coordinating official development assistance (ODA) to align with national priorities and ensuring there is effective coordination of disaster recovery efforts. The DSPPAC coordinates the implementation of the right to access information for all and voluntary disclosure of information by government agency or relevant private entity.

Language Services Department (LSD)

The Department of Language Services was established pursuant to Order No.1/PM/79 of 17th January 1979 and operates under the Ministry of the Prime Minister for the purpose of assisting the Government of the Republic of Vanuatu to implement the Article 3 and the Article 64(1) of the Constitution.

The Article 3(1) stipulates that "the national language of the Republic of Vanuatu is Bislama, the official languages are Bislama, English and French, and the principal languages of education are English and French". The Article 3(2) further instructs that "the Republic of Vanuatu shall protect the different local languages which are part of the national heritage, and may declare one of them as a national language". In addition, the Article 64(1) provides for the right of a Vanuatu citizen to "obtain, in the official language he uses, the services which he may rightfully expect from the Republic's administration".

Therefore, the Department of Language Services plays an important role in ensuring that this fundamental right of the citizens of Vanuatu is observed, through the access to documents available in the three official languages. Furthermore, it ensures that all the Vanuatu languages, official and vernacular, are well protected and preserved as per the Article 3(2).

In order to carry out this role efficiently, the Department has put in place the following frameworks:

- The National Language Policy of the Republic of Vanuatu, which gives directions in addressing effectively language issues around the country;
- The Language Policy of the Language Services Department, which guides the work of the Department of the Language Services;
- The Bislama Standardization Policy that paves the way to effectively protect and preserve the technical aspects of all the Vanuatu languages; and

- The Language Act that provides solid legal ground to the Government to give language directions that suits the needs of the people of Vanuatu, knowing that 'language' is a God-given culture that has become the first culture of Ni-Vanuatu.

Department of Communications and Digital Transformation (DCDT)

The Department of Communications and Digital Transformations (DCDT), formerly called Office of the Government's Chief Information Officer (OGCIO) was established by the Council of Ministers on 23rd November 2011, COM Decision # 109 of 2011. The crucial role that digital technology and communications play in our societies has led to the recognition that it is an essential service, contributing to the development of the country. In 2021, the COM, in its Decision No.146 of 2021, approved the transformation of OGCIO into the Department of Communications and Digital Transformation (DCDT). This came to fruition in late November 2024 – the official launching of the DCDT under the PMO's portfolio. The DCDT's role is to support all Government of Vanuatu ministries and agencies in ICTs is pursued through innovation, awareness, outreach and provision of advice and services. The DCDT is recognized regionally for benchmark innovation.

The DCDT has four main goals:

- 1. Reliable and affordable access to Government services;*
- 2. Effectiveness and Efficiency in the delivery of Government Services;*
- 3. Transparency and Accountability in the delivery of Government Services; and*
- 4. Adhere to Good Governance always.*

Government Remuneration Tribunal (GRT)

The Office of the Government Remuneration Tribunal (GRT) was established in 1998 as a Statutory Body, subsequent to the aftermath of the Government's ongoing practices of malpractices and corruptions, and initiated to be rectified by the Comprehensive Reform Program back then. GRT's principal legislation namely GRT Act No.20 of 1998 [CAP 250], stipulates certain functions of the Tribunal outlined as follows:

- 1. To consider, review and determine maximum remunerations payable to those persons employed or appointed to positions by the Government or by an agency of Government.*
- 2. To receive written submissions or reports from the public and Government Agencies, and investigate their concerns relating to their appropriate level of remunerations payable.*
- 3. To receive written submissions and hear their evidences based on Gazettal notices and breaches of the provisions of this Act, may opt to refer to the Public Prosecutor and the Leadership Code to be dealt with.*
- 4. To consult the Council of Ministers, the Minister and the Director General of the Ministry of Finance before making any new determinations.*

To date, GRT has been reviewing determinations for approximately 9,000 Civil Servants nationwide employed in Commissions such as Public Service, Teaching Service, Judiciary Service and Police Service, and the Public Sector. There was a total of 33 Determinations determined and enforced by GRT on 17 December 2024. A final accomplishment for GRT was the Amendment and the Consequential provisions of its Act No.20 of 1998 recently passed by the Parliament on 19 May 2025.

Citizenship Office and Commission (COC)

Citizenship Office and Commission Consider and approve or differ or reject applications for Vanuatu citizenship, revoke a citizenship if it was not granted according to the provisions of the Citizenship Act [Cap 112] and/or the national Constitution, and other powers as specified or implicated by the Act.

The Citizenship Office and Commission is a constitutional body established under the Constitution of Vanuatu. The Citizenship Office and Commission is a Constitutional body under the Citizenship Act Cap 112, and came into force in 1980. The Citizenship Office administers the Citizenship Act and provides secretariat support to the Citizenship Commission.

The Commission ensures that both the provisions of the national Constitution (Chapter 3) related to Citizenship matters and the provisions of the Citizenship Act [Cap 112] are implemented and enforced. The Commission has the general (legal) powers to;

- 1. Consider and approve or differ or reject applications for Vanuatu citizenship,*
- 2. Revoke a citizenship if it was not granted according to the provisions of the Citizenship Act [Cap 112] and/or the national Constitution, and*
- 3. Other powers as specified or implicated by the Act.*

Although the Citizenship Office is a constitutional body, it currently operates within the Ministry of the Prime Minister.

Citizenship By Investment programs (CBI) “help create significant sovereign and societal value through transferring assets from wealthy individuals to developing countries”, supporting fiscal independence and address growing imbalances and inequalities inherent to traditional sovereign debt financially.

Vanuatu is one of at least 13 countries globally offering CBI programs and one of more than 60 countries offering Capital Investment Immigration Program (CIIP).

CBI program is offered through its Vanuatu Development Support Program (DSP), Vanuatu Contribution Program (VCP), CIIP and Real Estate Option program (REO). All these programs are administered by the Citizenship Office, with support from related government offices such as Financial Intelligence Unit, Interpol Police, Immigration and Passport office.

To date, over 5000 + citizenship certificates and passports were issued through CBI programs and Billions of revenues have been collected since these programs started. The revenue collected out from these programs has provided significant support for Vanuatu developments, including repayment of debt and support for key programs in education, health, infrastructure, agriculture and tourism.

Vanuatu National Security Council and Secretariat (VNSC/S)

The Vanuatu National Security Council and its Secretariat (VNSCS), established through the National Security Act No. 41 of 2019 has become operational in 2021 with the Vanuatu National Security Council (VNSC) inaugural meeting held on October 29th, 2021.

The National Security Strategy of 2019 provides an overarching perspective on the security threats that are affecting Vanuatu and the world. The National Security Strategy shifts the focus of security from the past bovine instinct of the force to Climate Change, Justice, Cyber Security, Border Security, Human Security and Economic stability.

The Council and its Secretariat are exposed to a heterogeneous landscape where Pillars of the National Security Strategy are dealt with under different Government Ministries, different legislations and different Committees. Close collaboration, partnership and cooperation with relevant government agencies is crucial to drive the national security agenda in a harmonized and coordinated manner.

With the vast scope of security coverage, through the 10 Security Pillars, the VNSC Secretariat has the challenging responsibility of collaborating with key stakeholders to ensure that the Council is alerted on all security threats that are affecting and will be affecting its people.

Vanuatu Project Management Unit (VPMU)

The VPMU is an established office created as an entity within the Prime Minister's Portfolio with its Steering Committee having dual reporting responsibilities to the Prime Minister's Office and the Ministry of Finance and Economic Management acting as the Executing Agency of the government of Vanuatu (the "Government") for the purpose of overseeing and managing major Infrastructure development projects for a minimum amount of VUV 1billion. The VPMU also acts as the authorized representative of the Government to execute an oversight in the implementation of project activities during construction phase representing and reporting to the Government through Steering Committee.

The VPMU shall have all the powers necessary to give effect to and carry out the duties and obligations of the government related to execution of development projects.

including but not limited to the capacity to enter and execute contracts in its own name, and thereby to bind the government in respect to such contracts. The VPMU shall establish and operate in its name such bank accounts as necessary to facilitate the Execution of major development projects that are assigned to it by the Prime Minister, the Minister MFEM and the MIPU as= joint Ministers Responsible for the VPMU.

The responsibilities of the program management unit shall include the following:

Providing an oversight with respect to:

1. Project and contract management activities that ensure the timeliest and cost-effective implementation of projects under its management.
2. Providing progress updates on implementation of projects under its management;
3. Establish and maintain performance standards on all responsibilities and obligations of the Government for efficient and effective execution of development project activities an
4. Assume the role of secretariat for all Steering Committee convocations, including the recording and circulation of minutes and reminders for action items requiring execution
5. Manage all project funds and report to the Steering Committee and its Financing Partners.
6. Develop and maintain the website and all other communications.

- The program management unit shall be responsible for liaison and coordination of major development project activities with key stakeholder agencies through Inter Entity Agreement of engagements.
- The program management unit shall be responsible for liaison and coordination of major development project activities with key stakeholder agencies through Inter Entity Agreement of engagements.
- The staffing (including the selection, hiring and dismissal of members) of the program management unit shall be the sole responsibility of the steering committee and the Public Service Commission where required, which responsibility may be delegated by the steering committee on a case by case basis to the program director of the program management unit or one or more individual voting members subject to the prior written approval of the steering committee and the Public Service Commission

An Environmental Scan of the Ministry

SWOT Analysis

A SWOT analysis has been undertaken by the MPM to identify its internal strengths and weaknesses, as well as external opportunities and threats. This exercise was aimed at helping the Director General, Directors, and Heads to formulate strategies that *build* and *enhance* Strengths, *resolve* or *reduce* Weaknesses, *exploit* and *expand* Opportunities, and *avoid* or *prevent* Threats.

– Table 1: MPM SWOT Analysis

INTERNAL <i>Operation Efficiencies/Capability Resources/Structure Manpower/Finance</i>	EXTERNAL <i>New Regulations/Market Trends Customer Adaptation Competitors Changes</i>
Strengths <i>(Build, enhance)</i>	Opportunities <i>(Exploit, expand)</i>
<ul style="list-style-type: none"> • Human resources - Qualified man power available (having right people in the right place), & agencies adequately staffed to carry out functions • Variety of technical capacities within each Department/Agency/Unit • IT infrastructure (Intranet, website, Facebook page, ...) • Good delivery structures in place and ongoing reviews • Legislation and policies in place and ongoing reforms • Performance management / Staff commitment and motivation • Good governance (due processes followed leading to achievements of ministry objectives) • Good quality services provided (LSD / ICT / Citizenship) • Funding availability (annual recurrent budget) • Chanel of communication 	<ul style="list-style-type: none"> • Christian principles and culture of Vanuatu • Culture as basis of NSDP • Donor / External Support (Development assistance) • Infrastructure development projects • Communication and ICT network • Private sector • Political will • Technical assistance & support (Human resources) • Potential markets for revenue (Citizenship, DCDT, Language Services) • Increased use of IT applications to improve services
Weaknesses <i>(Resolve, reduce)</i>	Threats <i>(Avoid, prevent)</i>
<ul style="list-style-type: none"> • Inefficiency of management system • Performance management / Staff commitment and motivation • Gaps (legal framework and planning and reporting) • Limited resources 	<ul style="list-style-type: none"> • Inefficiency of management system • Performance management / Staff commitment / motivation • Volume of donor support vs capacity to spend within government systems

- Chanel of communication
 - Compliance
 - Overlap / duplication / coordination
 - Poor consultation in policies development
 - Unplanned spending / expenditures (management)
 - Inclusiveness of the system (buildings, gender equity)
 - Links planning and budget and expenditure and policy priorities
 - Funding constraints (recurrent funds insufficient for additional activities or additional staff recruitment)
 - Recruitment (lack of technical capacity to carry out some work, and Right people in the right place)
 - Office space (Limited)
 - Lack of proper storage space and back-up for documentation
 - Lack of institutional support around staff welfare, and capacity building
 - Political will
 - Lack of proper analysis to ensure agency structures are well developed to achieve agency targets/objectives
 - Leave management of staff
 - Backup power-supply
- Vanuatu as a Developing Country (DC) may change capacity to attract donor / external funding
 - Lack of succession planning
 - High staff turn-over (internal; pay scale vs responsibilities. external; medical, study leave)

Strategic Objectives and Implementation Strategies

Strategic Objectives

The Ministry of the Prime Minister has five (5) Strategic Objectives. These objectives are derived and implemented by each department, unit and agency that are part of the Ministry of the Prime Minister. The implementation details of each objective will be operationalised in the respective Business Plan of each department, unit and agency.

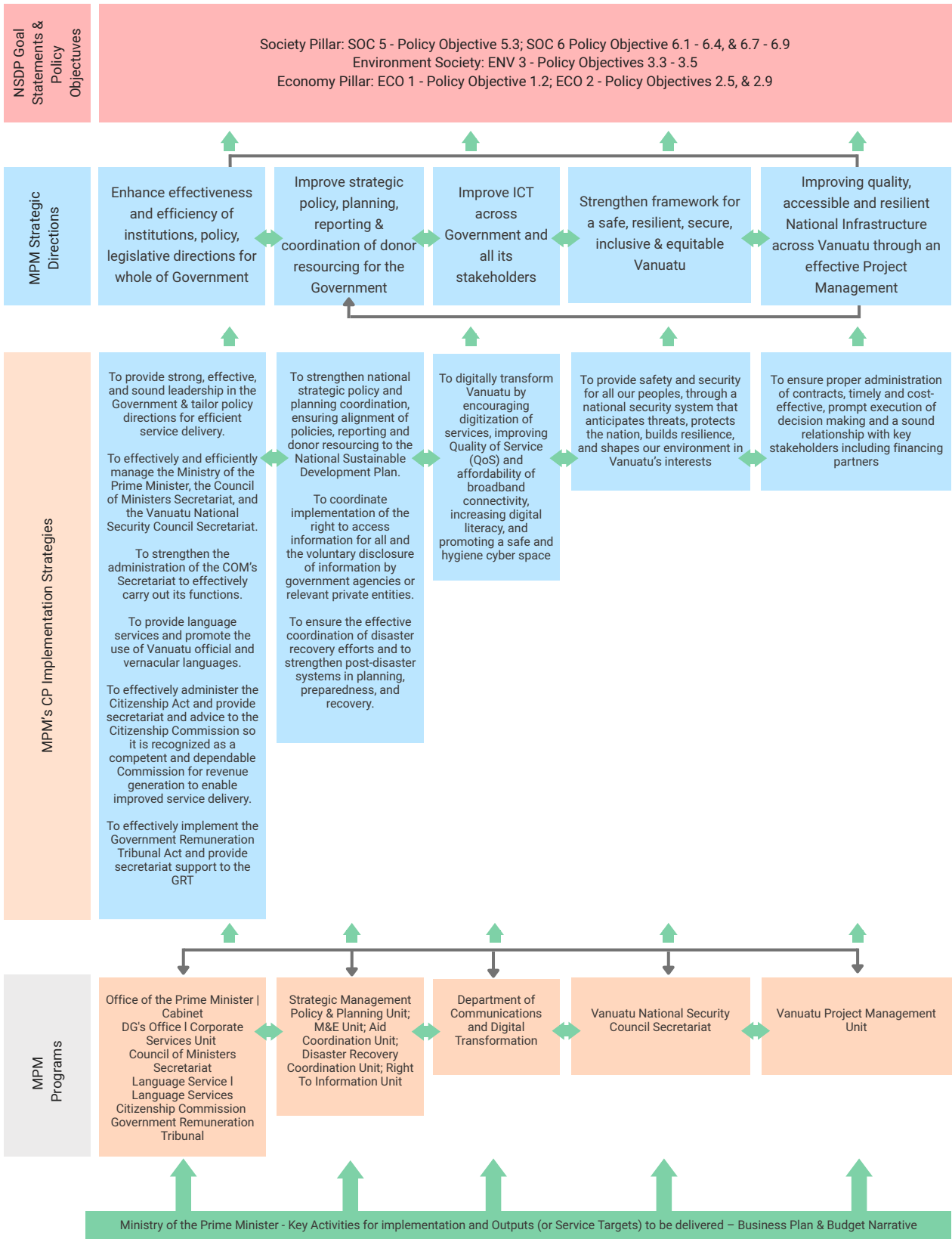
1. Enhance effectiveness and efficiency of institutions, policy and legislative directions for the whole of Government.
2. Improve strategic policy, planning, reporting and coordination of donor resourcing for the Government;
3. Improve ICT across Government and all its stakeholders.
4. Strengthen framework for a safe, resilient, secure, inclusive & equitable Vanuatu; and
5. Improving quality, accessible and resilient National Infrastructure across Vanuatu through an effective Project Management.

The following are strategies the Ministry of the Prime Minister will employ to achieve the Strategic Objectives:

1. To provide strong, effective, and sound leadership in the government and tailor policy directions for efficient service delivery;
2. To effectively and efficiently manage the Ministry of the Prime Minister, the Council of Ministers' Secretariat, and the Vanuatu National Security Council Secretariat (VNSCS).
3. To strengthen the administration of the COM's Secretariat to effectively carry out its functions.
4. To strengthen national strategic policy and planning coordination, ensuring alignment of policies, reporting and donor resourcing to the National Sustainable Development Plan.
5. To coordinate implementation of the right to access information for all and the voluntary disclosure of information by government agencies or relevant private entities;
6. To ensure the effective coordination of disaster recovery efforts and to strengthen post-disaster systems in planning, preparedness, and recovery;
7. To provide language services and promote the use of Vanuatu official and vernacular languages;
8. 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;
9. To effectively administer the Citizenship Act and provide secretariat and advice to the Citizenship Commission so it is recognized as a competent and dependable Commission for revenue generation to enable improved service delivery;
10. To effectively implement the Government Remuneration Tribunal Act and provide secretariat support to the GRT; and
11. 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.
12. To ensure proper administration of contracts, timely and cost-effective, prompt execution of decision making and a sound relationship with key stakeholders including financing partners.

MPM's Corporate Planning Logic

- Figure 2: Ministry of Prime Minister's CP Logic, 2026



MPM Corporate Planning Matrix

Office of the Prime Minister | Cabinet and Administration

Table 2: Office of the Prime Minister | Cabinet Corporate Plan Matrix

NSDP Policy Objectives:	Society Pillar, Goal 6, Policy Objectives 6.1, 6.2, 6.3, & 6.4
NSDP Targets:	To be developed for SOC 6
Ministry Policy:	Government Act
Strategic Objective:	<i>Enhance effectiveness and efficiency of institutions, policy and legislative directions for the whole of government</i>
Program:	Office of the Prime Minister Administration & Coordination of Government Programmes
Implementation Strategy:	To provide strong, effective, and sound leadership in the government and tailor policy directions for efficient service delivery
Outcomes:	<ol style="list-style-type: none"> 1. Strong, effective, and sound leadership in the government 2. Political stability 3. Improved and efficient policy directions to enable developments in the country. 4. Strong Partnership

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
1. Strengthen leadership of Council of Ministers.	1.1. COM Meetings coordinated and administered effectively.	Hon. Prime Minister, 1st PA, DG, & COM Secretary	2026 – 2030	Risk 1. Natural Disaster 2. Exogenic factors Mitigation Measures: 1. Responsive Contingency plan
2. Monitoring Implementation of COM decisions.	2.1 Quarterly reporting on the implementation status of COM decisions per Ministries.	1st PA, DG & COM Secretary	2026 - 2030	Risk 1. Lack of reporting by Ministries in the implementation of COM decisions. Mitigation Measures: 1. Establish a reporting timeline and standardized reporting template and assigned focal points within each ministry responsible for submitting implementations updates.

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
3. Strengthen Vanuatu National Security Council	3.1 VNESC Meetings coordinated and administered effectively.	Hon. Prime Minister, DG, & NSA	2026 – 2030	Risk 1. Natural Disaster 2. Competing priorities Mitigation Measures: 1. Develop BCP 2. Responsive planning
4. Promote Political Stability	4.1. Constitutional and legislative reform adopted. 4.2 Political decisions implemented.	Hon. Prime Minister, PAs, PS, & Cabinet staff	2026 – 2030	Risk 1. Competing political interests. Mitigation Measures: 1. Enhance consultation with coalition partners.
5. Representation at High-level meetings and dialogue	5.1. High-level meetings and dialogue coordinated efficiently. 5.2. Vanuatu is represented in international high-level meetings & dialogues.	Hon. Prime Minister, PAs, PS, DG, NSA	2026 – 2030	Risk 1. Political instability. 2. Budget constraint Mitigation Measures: 1. Establish & implement effective measures to prevent political instability. 2. Prioritization of international and national commitments.
6. Coordinate Socio-economic & political development advice	6.1. High quality advice provided to the Prime Minister. 6.2. Management of advice to the Hon. PM optimized.	PAs, PS, DG PMO, NSA, & Directors PMO, & OAG	2026 – 2030	Risk 1. Natural Disaster. 2. Competing priorities. 3. Loss of corporate knowledge. Mitigation Measures: 1. Relocation of office / reprioritize plan activities. 2. Proactive planning. 3. Succession planning.
7. Strengthen Management of the Community Development Fund (CDF)	7.1. CDF allocation prioritized to renewable energy, access to clean water and community shelter 7.2 The management and reporting of the CDF disbursement is well coordinated.	Hon. PM, 1st PA, & DG	2026 – 2030	Risk 1. Excessive requests. Mitigation Measures: 1. Awareness on CDF

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
8. Strengthen partnership with VCC and other non-Profitable organizations.	8.1. collaborations with non-Profitable organizations improved.	Hon. PM, 1st PA, PS, & DG	2026 – 2030	Risk 1. Non-compliance with the partnership agreement. Mitigation Measures: 1. Regular support provided to ensure compliance with partnership agreement.
9. Strengthen administration of the Office of the Prime Minister.	9.1. Management of human resources and budget of the OPM Strengthened. 9.2 Department of the Prime Minister options paper developed, approved and implemented.	Hon. Prime Minister, PAs, PS, DG & EO	2026 – 2030	Risk 1. Political instability. 2. Competing priorities. Mitigation Measures: 1. Strong, positive and regular collaborations with coalition partners. 2. Reprioritize and delegate responsibilities.
10. Strengthen leadership on maritime boundary affairs	10.1 Meetings held annually with partners. 10.2 Maritime boundary delimitation negotiations progressed/completed	Hon. Prime Minister, NCMDB, 1st PA, DG & NSA	2026 - 2030	Risk 1. Political Uncertainty Mitigation Measures: 1. Maintain dialogue at technical level

Director General's Office | Corporate Service Unit (CSU)

Table 3: Director General's Office | CSU Corporate Plan Matrix

NSDP Policy Objectives:	Society Pillar, Goal 6, Policy Objectives 6.1, 6.2, 6.3, & 6.4
NSDP Targets:	To be developed for SOC 6
Ministry Policy:	Government Act
Strategic Objective:	<i>Enhancing effectiveness and efficiency of institutions, policy and legislative directions for the whole of government</i>
Program:	Director General Office Corporate Service Unit
Implementation Strategy:	To effectively and efficiently manage the Ministry of the Prime Minister, the Council of Ministers, Development Committee of Officials (DCO), and the Vanuatu National Security Council (VNSC)
Outcomes:	<ol style="list-style-type: none"> 1. Effective and efficient administrative and strategic policy support provided to the Prime Minister, COM, DCO, CAC, VNSC, and other development committees 2. Improved Planning, budgeting, financing and reporting processes for MPM 3. Enhanced human resource management, development and organizational structure 4. Improved information communications of the MPM's programs and activities 5. Improved Information Technology services for the MPM

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
1. Enhance overall management of the MPM	<ol style="list-style-type: none"> 1.1 Management meetings held and recorded. 1.2 DCO, CAC, NRC, & other development committee meetings held, and recorded (minutes), kept in file. 1.3. Policy advice to PM documented & kept in file 	Director General	2026 – 2030	Risk <ol style="list-style-type: none"> 1. Natural Disaster 2. Competing priorities 3. Loss of corporate knowledge Mitigation Measures: <ol style="list-style-type: none"> 1. Relocation of office / reprioritize plan activities 2. proactive planning 3. delegate responsibilities to staff
9. Strengthen administration of the Office of the Prime Minister.	<ol style="list-style-type: none"> 9.1. Management of human resources and budget of the OPM Strengthened. 9.2 Department of the Prime Minister options paper developed, approved and implemented. 	Hon. Prime Minister, PAs, PS, DG & EO	2026 – 2030	Risk <ol style="list-style-type: none"> 1. Political instability. 2. Competing priorities. Mitigation Measures: <ol style="list-style-type: none"> 1. Strong, positive and regular collaborations with coalition partners. 2. Reprioritize and delegate responsibilities.

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
2. Improve MPM Planning, Budgeting, Financing, and Reporting	MPM budget, planning and reporting documents completed in timely manner.	DG, all Directors, EO, FM, HRM, Heads of agencies /units, HRO, Finance /Admin Officers	2026 – 2030	Risks: 1. Loss of corporate knowledge 2. Delay from departments/ units to provide inputs Mitigation Measures: 1. Delegate Responsibilities to staff, and 2. SOPs for development of MPM plans and reporting
3. Strengthen Administration of MPM's daily operations and assets	3.1 MPM asset registry (Furniture, office equipment, and vehicles) updated. 3.2 MPM compound, premises and PM Residence area effectively maintained 3.3 Documents and information recorded and kept in file (hard and soft copy, plus back-up copy) 3.4 CSU's Errands performed effectively and efficiently 3.5 CSU and Cabinet vehicles maintained. 3.6 CSU and office of the PM maintained in a clean condition 3.7 High level security of MPM compound & premises highly secured and maintained	DG, all Directors, Heads of agencies, CSU, Finance /Admin Officers MPM	2026 – 2030	Risks: 1. Natural Disaster 2. loss of corporate knowledge; 3. Lack of funding Mitigation Measures: 1. Relocation 2. Succession planning. 3. Apply for extra budget support through NPPs, supplementary budgets or donor funding
4. Strengthen Human Resource Management & Performance Management	4.1 MPM staff leave updated 4.2 MPM staffs entitlements paid on a timely manner 4.3 Vacant positions filled with qualified people (merit based) 4.4 Annual MPM staff performance appraisal conducted and submitted to OPSC on time 4.5 MPM staff awarded salary increments based on PA	DG, all Directors, HRO, HRM, Heads of Agencies and Units MPM, all staff, PSC	2026 – 2030	Risks: 1. Lack of funding. 2. Competing priorities. 3. Delay of PSC approvals/decisions Mitigation Measures: 1. Apply for extra budget support through NPP's, supplementary budget and donor funding/ sponsorship. 2. Engage students' cadetship/ internship. 3. Continuous follow up with PSC.

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
	<p>4.6. Staff disciplinary matters managed effectively and reduced</p> <p>4.7 MPM restructure approved by PSC.</p> <p>4.8 Established IT positions under the CSU Structure</p> <p>4.9 Qualified IT Officers recruited.</p> <p>4.10 Internal MPM IT Policy Developed and Implemented</p>			
5. Strengthen capacity building in the Ministry based on National HR Development Plan: 2026-2030	<p>5.1 MPM Institutional Strengthening and Capacity Building Strategy (HRD Strategy) developed and Implemented</p> <p>5.2 Staff attending further training/type and field of training increased.</p>	DG, all Directors, Heads of Agencies and Units, HRO, VIPAM, PSC	2026 – 2030	<p>Risk:</p> <p>1. Lack of budget/funding</p> <p>Mitigation Measures</p> <p>1. Apply for extra budget support through NPPs, supplementary budget and Donor Fundings/ sponsorship</p>
6. Strengthen Information Communication and Management	<p>6.1 MPM/VBTC contract signed and implemented</p> <p>6.2 MPM communication strategy revised and implemented</p> <p>6.4 MPM programs and activities communicated through media outlets</p> <p>6.5 PMO website updated and utilized as information sharing platform</p>	DG, Media Officer CSU, RTI Unit, Policy and Planning Unit - DSPPAC	2026 – 2030	<p>Risks:</p> <p>1 Lack of funding,</p> <p>2. Competing priorities</p> <p>Mitigation Measures:</p> <p>1. Apply for extra budget support through NPPs supplementary budgets processes</p> <p>2. Proactive planning</p>
7. Strengthen MPM Compound Management Plan	7.1 MPM Compound Management Plan implemented	DG, CSU, OPSC	2026 – 2030	<p>Risks:</p> <p>1 Lack of funding, 2. Competing priorities</p> <p>Mitigation Measures:</p> <p>1. Apply for extra budget support through Development Partners</p> <p>2. Proactive planning</p>
8. Strengthen government machinery	8.1 Government machinery reviewed.	DG, Director DSPPAC, 1st PA, PS	2026 – 2030	<p>Risk:</p> <p>1. Delays in the recruitment of TAs</p> <p>Mitigation Measures:</p> <p>1. Maintain regular follow up follow up with CTB</p>

Council of Minister's Secretariat

COM Secretariat

— Table 4: COM Secretariat | COM Secretariat Corporate Plan Matrix

NSDP Policy Objectives:	Society Pillar, Goal 6, Policy Objectives 6.1, 6.3, 6.2, & 6.4
NSDP Targets:	To be developed for SOC 6.4
Ministry Policy:	DCO/COM Standard Operating Procedure
Strategic Objective:	<i>Enhance effectiveness and efficiency of institutions, policy and legislative directions for the whole of government</i>
Program:	Director General Office Council of Ministers Secretariat
Implementation Strategy:	To strengthen the administration of the COM's Secretariat to effectively carry out its functions.
Outcomes:	1. Effective and efficient administration of the Council of Ministers Secretariat. 2. Improved management of COM Decisions. 3. Strengthened collaborations with DCO Secretariat.

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
1. Strengthen administration of the DCO/COM Standard Operating Procedure.	1.1. COM Secretariat's Annual Work Plan or Business Plan developed and implemented. 1.2. COM Meetings held and minutes recorded. 1.3. COM Decisions disseminated to all relevant Ministers and DGs in a timely manner, and copies held in records/file. 1.4. Effective collaboration with DCO Secretariat. 1.5. Progress reports against COM Secretariat's Annual Work Plan/Business Plan produced.	Secretary COM	2026 – 2030	Risks: 1. Competing priorities. 2. Pandemic and natural disasters (e.g., cyclone) Mitigation Measures: 1. Proactive planning & delegation of tasks. 2.. Use alternate means to conduct COM Meetings – e.g., Zoom or tele-conferencing, flying minutes, etc.

Policy & Planning Unit

Department of Strategic Policy, Planning, and Aid Coordination

Table 5: DSPPAC | Policy and Planning Unit's Corporate Plan Matrix

NSDP Policy Objectives:	Society Pillar, Goal 6, Policy Objectives 6.1, & 6.4
NSDP Targets:	None developed
Ministry Policy:	National Planning Framework, Government Act, Public Private Partnership Policy & Act
Strategic Objective:	<i>Provide the overall coordination of the whole of government development policy and planning</i>
Program:	Strategic Management Policy and Planning Unit
Implementation Strategy:	To provide high-level policy and administrative support to the Prime Minister, the Council of Ministers (COM), the Central Agencies Committee (CAC), line Ministries, and the Development Committee of Officials (DCO)
Outcomes:	<ol style="list-style-type: none"> 1. Strengthened national policy and strategic planning frameworks. 2. Enhanced coordination and alignment of government programs and budgets. 3. Improved evidence-based decision-making and policy advice 4. Increase stakeholder engagement and sectoral support 5. Strengthened operational capacity and collaboration within DSPPAC units

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
1. Strengthen administration of the DCO/COM Standard Operating Procedure.	<ol style="list-style-type: none"> 1.1. COM Secretariat's Annual Work Plan or Business Plan developed and implemented. 1.2. COM Meetings held and minutes recorded. 1.3. COM Decisions disseminated to all relevant Ministers and DGs in a timely manner, and copies held in records/file. 1.4. Effective collaboration with DCO Secretariat. 1.5. Progress reports against COM Secretariat's Annual Work Plan/Business Plan produced. 	Secretary COM	2026 – 2030	<p>Risks:</p> <ol style="list-style-type: none"> 1. Competing priorities. 2. Pandemic and natural disasters (e.g., cyclone) <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 1. Proactive planning & delegation of tasks. 2. Use alternate means to conduct COM Meetings – e.g., Zoom or tele-conferencing, flying minutes, etc.

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
2. Enhance Coordination and alignment of national priorities	2.1. Government Policy Priorities Developed 2.2. Analysis Report produced for: <ul style="list-style-type: none"> • GIPs • NPPs • Supplementary Budget • Line Ministries' Corporate Plans & Business Plans Alignment Report • Budget Narratives Service Target Report 	Policy & Planning Unit Team	2026-2030	Risks: <ul style="list-style-type: none"> • Natural disasters affecting operations • Competing government priorities • Human and financial resource constraints Mitigation Measures: <ul style="list-style-type: none"> • Maintain a Business Continuity Plan • Conduct advance planning and prioritization of tasks • Implement staff training and recruitment plan to strengthen capacity
3. Improve evidence-based decision-making and policy analysis	3.1. Policy and Planning Guidelines developed 1.2. Policy Briefs and Advisory Notes provided to DG 1.3. DCO/COM Papers reviewed	Policy and Planning unit team	2026-2030	Risks: <ul style="list-style-type: none"> • Natural disasters affecting operations • Competing government priorities • Human and financial resource constraints Mitigation Measures: <ul style="list-style-type: none"> • Maintain a Business Continuity Plan • Conduct advance planning and prioritization of tasks • Implement staff training and recruitment plan to strengthen capacity
4. Provide Sectorial Support	4.1 Attendance at sectoral meetings, panels, committees, and consultations optimized	Policy Unit team	2026-2030	Risks: <ul style="list-style-type: none"> • Limited participation by stakeholders • Scheduling conflicts and competing priorities • Human and financial resource constraints Mitigation Measures: <ul style="list-style-type: none"> • Plan meeting schedules in advance and coordinate with stakeholders • Maintain a record of participation and follow-up actions • Allocate resources for staff engagement and support

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
5. Optimize support to DSPPAC Units	5.1. Technical and administrative assistance provided to all DSPPAC Units 5.2. Timely guidance and advice delivered to unit teams	Policy & Planning unit team	2026-2030	Risks: <ul style="list-style-type: none"> • Limited staff capacity to provide support • Conflicting priorities between units • Resource constraints (financial and logistical) Mitigation Measures: <ul style="list-style-type: none"> • Develop a structured support schedule and guidelines • Implement a tracking system for assistance provided • Conduct periodic training and resource planning for support staff

Monitoring & Evaluation Unit

Department of Strategic Policy, Planning, and Aid Coordination

Table 6: DSPPAC | Monitoring and Evaluation Unit's Corporate Plan Matrix

NSDP Policy Objectives:	Society Pillar, Goal 6, Policy Objective 6.9
NSDP Targets:	1. NSDP data reviewed annually 2. Completed NSDP Evaluation on a five-yearly basis 3. Completed Policy Audit carried out annually
Ministry Policy:	NSDP M&E Framework, National Monitoring & Evaluation Policy
Strategic Objective:	<i>Improve strategic policy, planning, reporting and coordination of donor resourcing for the Government</i>
Program:	Strategic Management M & E Unit
Implementation Strategy:	To undertake effective and efficient monitoring and evaluation of government policies, programs and projects
Outcomes:	Effective systems of monitoring and evaluation

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
1. Maintain M&E reporting requirements reporting system	1.1 Annual Development Report submitted annually.	M&E Unit, DSPPAC Units, all Ministries and Gov agencies	2026 - 2030	<p>Risk:</p> <ol style="list-style-type: none"> No ADR produced because of lack of information on all 196 indicators in a timely manner Staff turnover and capacity issues <p>Mitigation Measure:</p> <ol style="list-style-type: none"> Deadline of info submission extended and assistance provided to sector. Headline indicators report produced and key indicators selected from 15 goals
2. Implement NSDP evaluation reporting requirements.	2.1 Four (4) NSDP Evaluation reports completed	M&E Unit, DSPPAC	2026 - 2030	<p>Risk:</p> <ol style="list-style-type: none"> Lack of expertise to carry out exercise; Budget constraints <p>Mitigation Measures:</p> <ol style="list-style-type: none"> Pooling local experts from within GoV.; Include into annual recurrent budget

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
3. Conduct policy audits.	3.1 Four (4) Policy Audit reports completed	M&E Unit, DSPPAC	2026 - 2030	<p>Risk:</p> <ol style="list-style-type: none"> 1. Lack of expertise to carry out exercise; 2. Budget constraints <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 1. Pooling local experts from within GoV.; 2. Include into annual recurrent budget
4. Improve M&E frameworks performance indicators.	4.1 M&E framework of corporate plans, provincial plans, business plans improved.	M&E Unit,	2026 - 2030	<p>Risk:</p> <ol style="list-style-type: none"> 1. Competing priorities for ministries, provinces, and DSPPAC can lead to delays in activities being carried out by due dates <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 1. Inform ministries ahead of time and conduct individual sessions for ministries and provinces in conjunction with existing meeting timetables to avoid clashes
5. Strengthen M&E systems with appropriate technology.	<p>5.1 Whole of government centralized Monitoring Dashboard established and operational</p> <p>5.2 Field trip study, database system adopted and implemented</p>	M&E Unit	2026 - 2030	<p>Risk:</p> <ol style="list-style-type: none"> 1. Funding shortfalls <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 1. Plan ahead for assistance through other partners programs and work with ACU to secure possible funding for the different phases
6. Review M&E policies, guidelines and tools	<p>6.1.1 review of National M&E Policy carried out</p> <p>6.2 3 guidelines completed and in use</p>	M&E Unit	2026 - 2030	<p>Risk:</p> <ol style="list-style-type: none"> 1. May be delayed due to conflicting work activities in DSPPAC and Unit <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 2. Plan ahead and consult with sectors in good time to avoid clashes

Aid Coordination Unit

Department of Strategic Policy, Planning, and Aid Coordination

— Table 7: DSPPAC | Aid Coordination Unit's Corporate Plan Matrix

NSDP Policy Objectives:	Society Pillar, Goal 6, Policy Objective 6.8
NSDP Targets:	SOC 6.8.1 Percentage of aid the government sector reported on the government's budget; by 2030, 85% should be reported in the Gov budget SOC 6.8.2 Percentage of aid for the government sector using Vanuatu government PFM system, 65% should be register in the Gov PFM system SOC 6.8.3 Percentage of aid for the government sector using Vanuatu government procurement systems, 65% should be recorded using Gov procurement system
Ministry Policy:	ODA Management Policy (& Implementation Strategy), Government Act, PFEM Act and PFEM Regulations, Import Duties Act, Value Added Tax Regulations
Strategic Objective:	<i>Improve strategic policy, planning, reporting and coordination of donor resourcing for the Government</i>
Program:	Strategic Management Aid Coordination Unit
Implementation Strategies:	Effective aid coordination and efficient alignment of donor resources to country's policy priorities; Effective and efficient management of the EDF Program to ensure successful implementation.
Outcomes:	<ol style="list-style-type: none"> SOC 6.8.1 An increase of 22% (28%) of aid the government sector reported on the government's budget SOC 6.8.2 An increase of 22% of aid for the government sector using Vanuatu Government PFM systems SOC 6.8.3 An increase of 22% of aid for the government sector using Vanuatu Government procurement systems

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
1. Conduct High level and technical meetings with traditional development partners	1.1 Agenda includes timeframes for ODA reporting 1.1.2 Meeting outcomes are documented for further action.	ACU, DG, Director, other DSPPAC Units, Central government agencies	2026-2030	Risk: 1. Unavailability of partners. 2. Disaster event Mitigation Measures: 1. Rearrange/re-schedule as per availability of partners and/or use virtual meetings spaces. 2. reconvene at a suitable time

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
2. Convene Sectoral Thematic technical meetings	<p>2.1 Agenda includes timeframes for ODA reporting</p> <p>2.1.1 Meeting outcomes are documented for action.</p>	ACU, DG, Director, DSPPAC Units, Gov Agencies	2026-2030	<p>Risk:</p> <ol style="list-style-type: none"> 1. Unavailability of partners. 2. Disaster event <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 1. Rearrange/re-schedule as per availability of partners and/or use virtual meetings spaces. 2. Reconvene at a suitable time
3. Coordination and Management of Donor programs under DSPPAC	<p>3.1 Completion Reports finalized with Ministries, and project accounts closed</p> <p>3.2 New GIP form(s) completed, and activities implemented as per agreed priorities</p>	ACU, DG, Director, other DSPPAC Units	Throughout the year: 2026-2030	<p>Risk:</p> <ol style="list-style-type: none"> 1. Lack of proper monitoring and reporting to allow for disbursement of funds. <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 1. Strengthen monitoring and reporting frameworks
4. Maintain, and upgrade Information Management System	4.1 Upgraded information management system operational	ACU, ODA-funded Consultant, MFEM (FMIS)	2026-2030	<p>Risk:</p> <ol style="list-style-type: none"> 1. Insufficient information to justify the APMS user-need request. 2. APMS not available on the market <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 1. Consult with the Ministry/Department implementing donor funded programs 2. Proper awareness to ensure APMS applications are enforced
5. Implement and monitor the ODA Management Policy and the ODA Management Implementation Strategy	<p>5.1 Training minutes documented with challenges and way forward</p> <p>5.2 Participant list completed and available.</p> <p>5.3 Development Cooperation Agreements (DCAs) developed per DP</p>	ACU, DG, Director, other DSPPAC Units, other ministries, development partners, CSO/NGOs, private sector, TAs	2026-2030	<p>Risk:</p> <ol style="list-style-type: none"> 1. Lack of collaboration with CSOs, Development partners and other ministries 2. Ineffective information awareness to stakeholders <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 1. Consult with the Ministry/Department on regular basis on the implementing ODA MP and ODA M Strategy 2. Proper awareness needs to be carried out to ensure ODA MP priorities achieved

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
6. Review of: Vol I ODA Management Policy Vol II ODA Management Implementation Strategy & Vol III ACU Operations Manual	6.1 Second (2nd) Reviewed Documents approved, launched and implemented	ACU, DG, Director, other DSPPAC Units, Government agencies, development partners, CSO/NGOs, TAs	2026 to 2030	<p>Risk:</p> <ol style="list-style-type: none"> 1. Lack of financial resources for the review <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 1. Source funding from within Dept 2. Seek support from DPs
7. Compete and submit ODA data for inclusion in supplementary and annual budget; presentation to MBC as requested by DoFT/MFEM	<p>7.1 Supplementary Bill developed inclusive of ODA</p> <p>7.2 Budget Book produced inclusive of ODA figures</p>	ACU, Other DSPPAC units, Government Agencies, Development partners, MFEM	2026-2030	<p>Risk:</p> <ol style="list-style-type: none"> 1. Lack of collaboration with CSOs, Development partners and other ministries 2. Inaccuracy of data collected <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 1. Consult with the Ministry/Department on regular basis on the GIP initiatives funded by DP 2. Proper awareness is carried out to ensure the implemented GIP initiatives implemented are accurately reported.

Disaster Recovery Coordination Unit

Department of Strategic Policy, Planning, and Aid Coordination

Table 8: DSPPAC | Disaster Recovery Coordination Unit's Corporate Plan Matrix

NSDP Policy Objectives:	Environment Pillar, Goal 3, Policy Objectives 3.3
NSDP Targets:	Number of supports plans available to communities for coordination, planning, preparedness, response and recovery; 80% of communities have access to support plans
Ministry Policy:	Disaster Recovery & Resilience Act, Post Disaster Recovery Planning Guideline, National Disaster Recovery Framework
Strategic Objective:	<i>Improve strategic policy, planning, reporting and coordination government resourcing and donor resourcing for recovery and Resilient development</i>
Program:	Strategic Management Disaster Recovery Coordination Unit
Implementation Strategy:	Strengthen post-disaster systems in planning, preparedness, recovery and resilience.
Outcomes:	Number of supports plans available to communities for coordination, planning, preparedness, response and recovery

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
1. Coordinate the development and implementation of the recovery strategy and plans	1.1 Recovery Plans and strategies developed 1.2 Post Disaster Need assessment conducted to inform the development of recovery plans and strategies	DSPPAC, all government line Ministries, Private Partners and development partners	2026-2030	Risk: 1. Compounded Disaster events e.g., frequent cyclones and other geological induce disasters 2. Insufficient Human resources in country to do the work due to magnitude of an event Mitigation Measures: 1. Request for international surge capacity to provide additional manpower 2. Involve wider government support from all line ministries

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
<p>2. Coordinate and monitor the implementation of the recovery activities and programs</p>	<p>2.1 Recovery projects for all disaster events is well implemented</p> <p>2.2 Recovery activities and programs are well monitored and reported</p>	<p>DSPPAC, all government Ministries and development Partners, National Disaster Recovery Committee (NRC)</p>	<p>2026-2030</p>	<p>Risk:</p> <ol style="list-style-type: none"> 1. Lack of reporting from sectors to DSPPAC for compilation 2. Poor attendance of National Recovery Committee Members <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 1. Encourage the sectors to utilize the recovery monitoring platform and feed the information as practical 2. Encourage the participation from all NRC members
<p>3. Mainstreaming and harmonizing the recovery and resilience programs into Sectors Policies</p>	<p>3.1 Recovery and reconstruction component of all national and communities' development is integrated into the government policies</p> <p>3.2 International and regional recovery strategy and frameworks are streamline into the national policies</p>	<p>DSPPAC, all government line Ministries and SOEs Development Partners</p>	<p>2026-2030</p>	<p>Risk:</p> <ol style="list-style-type: none"> 1. National policies does capture the recovery and reconstruction component of the national development <p>Mitigation Measure:</p> <ol style="list-style-type: none"> 1. Review and update national policies to integrate disaster recovery and reconstruction into national and sector development planning, while strengthening coordination and capacity for implementation.
<p>4. Strengthen the resource mobilization for the recovery and reconstruction work</p>	<p>3.1 Recovery fund is established within the government recurrent budget</p> <p>3.2 Bilateral and Multilateral funds are secured for recovery and reconstruction projects</p>	<p>DSPPAC, MOFEM, DoFT, development Partners</p>	<p>2026 - 2030</p>	<p>Risk:</p> <ol style="list-style-type: none"> 1. Lack of Political will from the national government 2. Insufficient budget to set aside for recovery and reconstruction priorities <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 1. Seek the COM decision to approve the proposal to establish recovery fund. 2. Work with development partners to support the establishment of recovery and reconstruction fund.

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
5. Strengthen and expand the risk treatment options for disaster recovery and resilience	5.1 Established the adaptive social protection system 5.2 Comprehensive social protection policy Developed	DSPPAC	2026-2030	Risk: 1. Lack of political will 2. Inadequate resource to implement the Policies the 3. Lack of government commitment 2. Lack of government commitment Mitigation Measures: 1. Request assistance from Development Partners
6. Mainstreaming of the Disaster Recovery and Resilience into other legislation and policies	6.1 Disaster Risk Financing Policy is aligned well with the Disaster Recovery and Resilience Act provisions, 6.2 Amendment of Tender and Act and PFEM ACT to compare recovery procurement process and enhance recovery funding	DSPPAC, COM, OAG and MOFEM	2025-2028	Risk: 1. Change of government priorities and delay with amendment process
7. Legislation and Guideline	7.1 Develop the recovery funding process guideline for the recovery fund	DSPPAC and MOFEM	2025-2028	Risk: 1. Delay with the development of guideline

Right To Information Unit

Department of Strategic Policy, Planning, and Aid Coordination

Table 9: DSPPAC | Right To Information Unit's Corporate Plan Matrix

NSDP Policy Objectives:	Environment Pillar, Goal 3, Policy Objectives 3.3
NSDP Targets:	Number of supports plans available to communities for coordination, planning, preparedness, response and recovery; 80% of communities have access to support plans
Ministry Policy:	Disaster Recovery & Resilience Act, Post Disaster Recovery Planning Guideline, National Disaster Recovery Framework
Strategic Objective:	<i>Improve strategic policy, planning, reporting and coordination government resourcing and donor resourcing for recovery and Resilient development</i>
Program:	Strategic Management Disaster Recovery Coordination Unit
Implementation Strategy:	Strengthen post-disaster systems in planning, preparedness, recovery and resilience.
Outcomes:	Number of supports plans available to communities for coordination, planning, preparedness, response and recovery

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
1. Provide RTI training and awareness to internal and external stakeholders	1.1 Enhanced knowledge and capacity among internal and external stakeholders on RTI principles, processes, and compliance. 1.2 Improved compliance with RTI obligations through increased awareness and understanding. 1.3 Strengthened culture of transparency and accountability across government institutions and civil society. 1.4 Greater public trust in government through proactive education on the right to information	Director General, MPM; RTI Unit Officers	2026 - 2030	Risks: 1.Stakeholders may not attend or engage in training sessions. 2. Limited resources (budget, trainers, materials) may restrict the reach of training programs. Participants may move to other positions not apply or retain the information after training. 3. Some stakeholders may be reluctant to adopt RTI practices due to cultural or institutional barriers. 4. Training may not reach all relevant stakeholders, leaving gaps in awareness. Mitigation Measures: 1.Allocate sufficient budget, trainers, and materials to ensure effective delivery. 2. Use awareness campaigns and leadership advocacy to reduce resistance.

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
<p>2. Strengthen Secretarial support to the RTI Steering Committee</p>	<p>2.1 Effective functioning of the RTI Steering Committee through strengthened secretarial support. 2.2 Improved coordination and decision-making enabled by timely documentation Enhanced knowledge and capacity among internal and external stakeholders on RTI principles, processes, and compliance. 2.3 Enhanced capacity of the Committee to oversee and guide RTI implementation. 2.4 Streamlined operations ensuring that the Steering Committee meets regularly and achieves its objectives</p>	<p>RTI Steering Committee; RTI Unit Officers</p>	<p>2026 - 2030</p>	<p>Risks: 1. Incomplete or delayed minutes, agendas, or reports may reduce transparency and accountability. 2. Committee members may not receive timely information, leading to reduced participation or delayed decisions. Mitigation Measures: 1. Establish clear processes for documentation, scheduling, and communication. 2. Use digital tools for meeting management, and record-keeping</p>
<p>3. Monitor the progress of Government proactive publication and provide technical support</p>	<p>3.1 Transparent and accessible government information proactively published in line with legal and policy requirements. 3.2 Improved compliance with proactive publication obligations across government agencies. 3.3 Enhanced technical capacity within institutions to support consistent and effective publication practices. 3.4 Regular monitoring reports demonstrating progress in proactive disclosure and identifying areas for improvement. 3.5 Strengthened public trust through timely, accurate, and user-friendly access to government information.</p>	<p>RTI Unit Officers; National Archives; VIPAM</p>	<p>2026 - 2030</p>	<p>Risks: 1. Agencies may fail to adhere to the policy or code of practice. 2. Limited resources, skills, or infrastructure Mitigation Measures: 1. Establish clear compliance checks and publish monitoring reports. 2. Capacity building: Provide training, guidelines, and technical support to institutions.</p>

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
4. Monitor National Records Management Policy and Code of Practice of Records Management	<p>4.1 Compliance with the National Records Management Policy and Code of Practice consistently monitored and reported.</p> <p>4.2 Strengthened accountability and transparency through effective oversight of records management practices.</p> <p>4.3 adherence to standards ensuring integrity, accessibility, and security of national records Improved.</p>	OPSC; DGs of all Ministries; Directors; RTI Unit Officer	2026 - 2030	<p>Risks:</p> <ol style="list-style-type: none"> 1. Non-compliance risk: 2. Capacity risk: 3. Poor monitoring could lead to incomplete, inaccurate, or insecure records. <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 1. Proactive Planning & collaborations with departments under PMO, line ministries, & other stakeholders.
5. Develop online tools	<p>5.1 A suite of user-friendly online tools that improve customer access to services.</p> <p>5.2 Digital platforms that streamline internal processes and reduce operational costs.</p> <p>5.3 Online tools that enhance stakeholder engagement and data-driven decision-making.</p> <p>5.4 Increased efficiency and accessibility through the deployment of innovative digital solutions.</p>	RTI Unit Officers; Local Developers /Experts	2026 - 2030	<p>Risks:</p> <ol style="list-style-type: none"> 1. Tools may face design flaws, bugs, or system failures that hinder usability. 2. Online tools may be vulnerable to cyberattacks or breaches. <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 1. Involve stakeholders early in design to ensure tools meet their needs. 2. Implement strong security protocols, regular audits, and data protection policies.
6. Establish Office of the Information Commissioner	<p>6.1 A fully operational Office of the Information Commissioner providing oversight, guidance, and enforcement of information rights.</p> <p>6.2 Institutional framework established to safeguard access to information and promote transparency.</p> <p>7.3 Independent authority empowered to monitor compliance with information laws and policies.</p> <p>7.4 Strengthened governance and accountability through the establishment of a dedicated oversight body.</p>	RTI Steering Committee; Judicial Service Commission; OAG; Director General MPM; RTI Unit Manager	2026 - 2030	<p>Risks:</p> <ol style="list-style-type: none"> 1. Delays due to legislative process or policy frameworks may stall establishment 2. Agencies or officials may resist oversight or transparency requirements. <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 1. Secure adequate funding, facilities, and staffing through government budget processes. 2. Capacity building: Recruit and train personnel with expertise in information rights and governance. 3. Establish a culture of reporting systems to build credibility and public trust.

Language Services Department (LSD)

Table 10: Language Services Department's Corporate Plan Matrix

NSDP Policy Objectives:	Society Pillar, Goal 6, Policy Objectives 6.1, 6.4, & 6.7
NSDP Targets:	To be developed for SOC 6
Ministry Policy:	1. National Language Policy of the Republic of Vanuatu 2. Language Policy of the Language Services Department 3. Bislama Standardization Policy
Strategic Objective:	<i>Enhance effectiveness and efficiency of institutions, policy and legislative directions for the whole of government</i>
Program:	Language Services Department Language Services
Implementing Strategy:	<ul style="list-style-type: none"> To promote the use of Vanuatu official and vernacular languages, though language awareness. To Provide accurate and efficient translation, interpretation, revision/proofreading, terminology, and other language services. To provide language directions, through language policies and the Language Act. To protect and preserve the Vanuatu languages, through language standardization. To strengthen the LSD and other institutions, through language training and leadership partnership.
Outcomes:	<ul style="list-style-type: none"> Accurate translation, interpretation, revision and terminology services timely provided in the required official languages. Provision of Language directions. Protection and preservation of Bislama and vernacular languages. Institutions strengthening in language

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
1. Translation Provide accurate and timely translation services to the Government	1.1. Incoming documents accurately and timely translated into required languages	French, English, Bislama and Legal Sections.	2026 – 2030	Risk: 1. Delay of translation work; Mitigation Measure: 1. Recruitment of relevant staff (need availability of fund & efficient support from PSC)
2. Interpretation Provide accurate interpretation services to the Government.	2.1 Interpretation accurately provided, upon request, in required languages	2 French interpreters, 1 Bislama interpreter and 1 English interpreter	2026 – 2030	Risk: 1. Lack of simultaneous interpreters; 2. Lack of proper materials Mitigation Measure: 1. Specific training for simultaneous interpretation

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
<p>3. Revisions & Proofreading</p> <p>Provide accurate and timely revision and proofreading services to the Government</p>	3.1. Translated documents accurately and timely revised and proofread before returning to clients	Principal Language Officers	2026 – 2030	<p>Risk:</p> <p>1. Time constraint;</p> <p>Mitigation Measures:</p> <p>1. Delegate tasks to Senior Language Officers</p>
<p>4. Terminology</p> <p>Provide accurate terminology services to the Government</p>	<p>4.1. Technical terms used in Vanuatu and the Pacific region recorded;</p> <p>4.2. Establishment of electronic terminology bank;</p> <p>4.3. Trilingual lexicon electronic record.</p>	Terminologist, Translator and Language Coordinator	2026 – 2030	<p>Risk:</p> <p>1. Confirmation of technical terms by sectors concerned;</p> <p>Mitigation Measures:</p> <p>1. Consultation with sector concerned</p>
<p>5. Language Awareness</p> <p>Undertake language awareness to the people of Vanuatu</p>	5.1. Language awareness and consultation efficiently carried out in all provinces	Language Coordinator and Awareness Team	2026 – 2030	<p>Risks:</p> <p>1. Bad Weather condition,</p> <p>2. Inaccessibility and transportation mean issues,</p> <p>3. Short notice requests;</p> <p>Mitigation Measures:</p> <p>1. Use of other means of awareness (media, occasional events),</p> <p>2. Approval by MBC of additional fund request.</p>
<p>6. Language policy directions & strengthening of partnership</p> <p>Provide language policy directions to the Government</p>	<p>6.1. The National Language Policy and Strategic Plan reviewed and implemented;</p> <p>6.2. Language policy of the Language Services Department and Strategic Plan reviewed and implemented</p> <p>6.3. Bislama Standardization Policy reviewed and implemented</p> <p>6.4. Language Act Bill presented in Parliament and implemented</p> <p>6.5. Partnership Agreements reviewed and implemented</p>	<p>6.1. Language Coordinator and Admin Team;</p> <p>6.2. Language Coordinator and MPM Legislative Committee,</p> <p>6.3. Language Coordinator and Admin Team.</p>	2026 – 2030	<p>Risks:</p> <p>1. Delay in finalization of Language Bill,</p> <p>2. Difficulties in meetings with partners;</p> <p>Mitigation Measures:</p> <p>1. Review of Policies,</p> <p>2. Review of strategic plan,</p> <p>3. Review of partnership agreements</p>

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
<p>7. Other language services</p> <p>Provide other language services to the Government and the people of Vanuatu</p>	<p>7.1. Formation of Vanuatu National Language Council;</p> <p>7.2. vernacular language numbering and related activities established;</p> <p>7.3. trilingual letterhead established.</p> <p>7.4. Standardization of languages</p>	Language Coordinator	2026 – 2030	<p>Risks:</p> <p>1. Unavailability of fund for National Language Council formation,</p> <p>2. Difficulties on transportation means and bad weather conditions;</p> <p>Mitigation Measures:</p> <p>1. Approval by MBC of additional fund request,</p> <p>2. Consultation with sectors concerned</p>
<p>8. Professional development</p> <p>Facilitate professional development of the Department</p>	<p>8.1. LSD Staff capacity building.</p> <p>8.2. strengthening of other institutions in language.</p>	<p>8.1. Administration and PLOs;</p> <p>8.2. Language Coordinator, Admin Team & PLOs</p>	2026 – 2030	<p>Risks:</p> <p>1. No-availability of fund,</p> <p>2. funding request to donors;</p> <p>Mitigation Measures:</p> <p>1. Approval by MBC additional fund request</p>

Department of Communications and Digital Transformation

DCDT

— Table 11: Department of Communications and Digital Transformations Corporate Plan Matrix

NSDP Policy Objectives:	Economic Pillar, Goal 2, Policy Objectives 2.9
NSDP Targets:	Percentage of population having access to broadband connection - 98% by 2030 Annual change in total number of users of on-line government services - 90% by 2030
Ministry Policy:	National ICT Policy/ Digital Transformation Masterplan
Strategic Objective:	<i>Accelerate Digital Transformation across government and all its Stakeholders</i>
Program:	Information, Communication and Technology Policy and Administration
Implementation Strategy:	<ul style="list-style-type: none"> To digitally transform Vanuatu by encouraging digitization of services, improving Quality of Experience (QoE) and affordability of broadband connectivity, increasing digital literacy, and promoting a safe and hygiene cyber space
Outcomes:	<ul style="list-style-type: none"> Efficient services digitally offered by 2030 High % (=> 98%) of population coverage with affordable meaningful broadband connectivity by 2030 High % (=>90%) of population digitally literate by 2030 High % (=> 90%) of population cyber security aware by 2030

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
1. Enhance National ICT policies, strategies and legal frameworks	1.1 Policies, Strategies and Legislative Frameworks enhanced	DCDT & TRBR	2026 – 20230	Risks: 1. Budget constraints; 2. Lack of political will; 3. Lengthy legislative process; Mitigation Measures: 1. Proper budget allocation; 2. Consult with relevant authorities; 3. Improve coordination
2. Promote secure and resilient Digital Public Infrastructure and Digital Access	2.1. Availability expanded 2.2. User satisfaction experience increased	DCDT, TRBR, and Relevant Government Agencies	2026 - 2030	Risks: 1. Budget constraints; 2. Lack of commitments; 3. Advancement in technology; Mitigation Measures: 1. Proper budget allocation; 2. Collaboration and consultation with stakeholders and vendor 3. Specialised Technical Trainings

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
3. Optimize innovation and adoption of emerging technologies	3.1. Digitization of all Public Services accelerated 3.2. Convenience and accessibility of Public Service delivered 3.3 Compliance enforced with limited in-person visits increased.	DCDT, all Govt Ministries & Department, and Partners	2026 - 2030	<p>Risks:</p> <ol style="list-style-type: none"> 1. Budget constraints; 2. Lack of stakeholder commitments; 3. Insufficient Compute Power; 4. Low Digital Literacy <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 1. Proper budget allocation; 2. Commitment by stakeholders to innovation; 3. New Data Centre; Digital Literacy Trainings; Digital Literacy Trainings;
4. Strengthen Cybersecurity, Data Protection and Online Safety	4.1. Awareness conducted 4.2. Compliance enforced	DCDT, VPF, and Partners	2026 - 2030	<p>Risks:</p> <ol style="list-style-type: none"> 1. Budget constraints; 2. Lack of proper tools; 3. Increasing complexity of the threats and attacks; <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 1. Proper budget allocation; 2. Expert Trainings based on technical tools; 3. Investment in new tools to address new complexities.
5. Strengthen Administration Systems and processes	5.1. Organizational Structure reviewed 5.2. Human Resource Capacity built 5.3. Provincial office buildings built	DCDT, PSC, and DoFT	2026 - 2030	<p>Risks:</p> <ol style="list-style-type: none"> 1. Budget constraints; 2. Lack of stakeholder collaborations 3. Delay recruitment process; <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 1. Proper budget allocation; 2. Collaboration with stakeholders 3. Constant follow up with PSC
6. Implement Legislation	6.1 Compliance enforced	DCDT and Partners	2026 - 2030	<p>Risks:</p> <ol style="list-style-type: none"> 1. Budget Constraints; 2. Lack of stakeholder collaborations; <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 1. Proper budget allocation 2. Effective collaboration and engagement

Government Remuneration Tribunal

GRT

— Table 12: Government Remuneration Tribunal / GRT Secretariat's Corporate Plan Matrix —

NSDP Policy Objectives:	Society Pillar, Goal 6, Policy Objectives 6.4; Economic Pillar, Goal 1, Policy Objective 1.2
NSDP Targets:	To be developed for SOC 6 ECO 1.2: Wage increase – by 2030 increased by 30%
Ministry Policy:	Government Remuneration Tribunal Act No.20 of 1998
Strategic Objective:	<i>Enhance effectiveness and efficiency of institutions, policy and legislative directions for the whole of government</i>
Program:	Special Commissions - Government Remuneration Tribunal
Implementation Strategy:	To set consistent, equitable and sustainable levels of remuneration, in all its forms, for employees in the public service and the public sector giving prime regard to, the appropriate relativities with the private sector, the attributes of the office being remunerated, the adequacy of the current remuneration, the importance of consistency and uniformity in remuneration rates, and budgetary and resource implications.
Outcomes:	<ul style="list-style-type: none"> • Cost effective remuneration, in all of its forms, for the public service and public sector officials are consistent, adequate and fiscally sustainable • Effective administration of the department • Enhanced timely board administration and meetings • Robust compliance framework put in place

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
1. Strengthen determination processes and Implementation	1.1. Determination processes and Implementation strengthened	GRT Tribunal, Secretariat and Stakeholders' HR & Finance Officers.	2026 - 2030	Risks: <ol style="list-style-type: none"> 1. Complaints received about unfair, under and overreplacements of new GRT salary scales. 2. Agencies budget unavailability and Authorities non-endorsement of GRT decisions. Mitigation Measures: <ol style="list-style-type: none"> 1. GRT to recruit additional staff to address salary discrepancies on timely manner. 2. Agencies budget availability and Authorities endorsement of GRT decisions.

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
2. Strengthen Remuneration compliance framework	2.1. Determinations compliance framework strengthened.	GRT Secretariat and Stakeholders' HR & Finance Officers.	2026-2030	Risks: 1. GRT's budgetary constraints. Mitigation Measures: 1. GRT to seek donor's financial assistance.
3. Improve staff Management and Administration	3.1. Staff Management and Administration processes improved	GRT Secretariat and Stakeholders' HR & Finance Officers.	2026	Risks: 1. GRT's budgetary constraints. Mitigation Measures: 1. GRT to seek donor's financial assistance.
4. Strengthen GRT Board Management Processes	4.1. GRT Board management processes strengthened	GRT Tribunal, Secretariat and Stakeholders' HR & Finance Officers.	2025 – 2029	Risks: 1. Unavailability of Government Sectors budgetary funds. Mitigation Measures: 1. Government Sectors to budget and safeguards funds availability.

Vanuatu National Security Council Secretariat

VNSC

— Table 13: Vanuatu National Security Council | VNSC Secretariat's Corporate Plan Matrix —

NSDP Policy Objectives:	Society Pillar, Goal 5, Policy Objective 5.3
NSDP Targets:	To be developed for SOC 5 The National Security Council Secretariat through the National Security Advisor (NSA), provides strategic security advice and intelligence to the National Security Council (NSC) and the Office of the Prime Minister. The NSCS in close collaboration with line agencies oversees the implementation of the National Security Strategy (NSS)
Ministry Policy:	National Security Strategy National Security Act No.41 of 2019 National Security (Amendment) Act No.07 of 2023 National Security (Amendment) Act. No. 47 of 2025 Security Classification Handbook
Strategic Objective:	<i>Improving quality, accessible and resilient National Infrastructure across Vanuatu through an effective Project Management</i>
Program:	Vanuatu National Security Council Vanuatu National Security Council Secretariat
Implementation Strategy:	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
Outcomes:	<ul style="list-style-type: none"> • A safe, secure, and stable society where national security risks are effectively managed. • Strong national sovereignty with protected critical infrastructure, institutions, and national assets. • Effective national security governance and coordination supported by strong legislation, regulations, and institutional capacity. • Enhanced intelligence cooperation and regional and international partnerships that advance Vanuatu’s national security interests.

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
1. Strengthen Vanuatu National Security Strategy (NSS)	1.1 Comprehensive NSS Action Plan finalized and approved. 1.2 Implementation guidelines and monitoring framework for NSS operationalized. 1.3 Periodic NSS progress reports and strategic reviews produced.	National Security Council Secretariat	2026 – 2030	Risks: 1. Limited inter-agency coordination and commitment from line Ministries. 2. Delays in submission of required inputs, data, and policy feedback from responsible agencies. Mitigation Measures: 1. Establish designated focal points in each Ministry and conduct regular inter-agency coordination meetings. 2. Issue formal timelines and reporting requirements, with follow-up monitoring by the National Security Council Secretariat.

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
2. Strengthen legislative framework	<p>2.1 Stock take on Vanuatu’s critical infrastructure is completed.</p> <p>2.2 Bill is developed and enacted</p> <p>2.3 National Security Act reviewed and amended</p>	National Security Council Secretariat	2026 – 2030	<p>Risks:</p> <ol style="list-style-type: none"> Limited understanding among stakeholders of the proposed critical infrastructure and national security legislative framework Delays in policy clearance, legal drafting, and parliamentary approval processes. <p>Mitigation Measures:</p> <ol style="list-style-type: none"> Conduct targeted awareness and consultation with key stakeholders, including relevant Ministries, agencies, and infrastructure operators. Engage early with legal drafting authorities and draw on relevant international legislative models and lessons learned from other jurisdictions.
3. Strengthen NS Regulatory Framework	<p>2.1 Regulation on Entry of Military Vessels, Aircrafts and Scientific Research Vessels developed and implemented.</p> <p>2.2 Regulation on classification of Government Information developed and implemented</p> <p>2.3 SOP developed and implemented</p>	National Security Council Secretariat	2026 – 2030	<p>Risk:</p> <ol style="list-style-type: none"> Delays in legal drafting, review, and approval processes involving the Office of the Attorney General. Limited understanding or compliance by stakeholders affected by the new regulations. <p>Mitigation Measures:</p> <ol style="list-style-type: none"> Establish early engagement and regular coordination with the Office of the Attorney General during drafting and consultation stages. Conduct targeted stakeholder consultations and awareness programs to improve understanding and compliance with the new regulations.

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
4. Strengthen administration systems, institutional processes, Human Resources, and infrastructure	<p>4.1 Budget is allocated to NSC stakeholders</p> <p>4.2 30%-40% of vacancies in the NSCS structure filled</p> <p>4.3 New office building completed and operational</p>	National Security Council Secretariat	2026 – 2030	<p>Risk:</p> <ol style="list-style-type: none"> 1. Competing national priorities 2. Delays in budget approval, recruitment processes, <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 1. Strengthen consultation and engagement with central agencies 2. Improve planning and coordination with responsible authorities to secure timely budget allocation.
5. Strengthen regional and international Partnership	<p>5.1. Areas of collaboration expanded and strengthened</p> <p>5.2 Women in Intelligence and national security forum hosted in Port Vila by 2028</p> <p>5.3 South Pacific Intelligence Dialogue hosted by 2030</p>	National Security Council Secretariat	2026 – 2030	<p>Risks:</p> <ol style="list-style-type: none"> 1. Restrictions on recruitment affecting the availability of personnel 2. Limited budget allocation to support regional cooperation activities and international events. <p>Mitigation Measures:</p> <ol style="list-style-type: none"> 1. Prioritise staffing for critical national security functions and seek exemptions where necessary. 2. Mobilise external support and partnerships, and plan activities progressively

Citizenship Office and Commission

COC

Table 14: Citizenship Commission / Citizenship Office's Corporate Plan Matrix

NSDP Policy Objectives:	Society Pillar, Goal 6, Policy Objectives 6.4; Economic Pillar, Goal 1, Policy Objective 1.2
NSDP Targets:	To be developed for SOC 6 ECO 1.2: Change in government revenue – by 2030, increased by 30%
Ministry Policy:	Citizenship Act [CAP 112]
Strategic Objective:	<i>Enhance effectiveness and efficiency of institutions, policy and legislative directions for the whole of government</i>
Program:	Citizenship Commission – Citizenship Office
Implementation Strategy:	<ul style="list-style-type: none"> 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 administer the citizenship Act and its related regulations Develop and strengthen mechanisms that support government revenue initiatives.
Outcomes:	<ol style="list-style-type: none"> Effective implementation of the Citizenship Act and CBI regulations. Efficient and well-coordinated operations of the Citizenship Commission. Strengthened systems and procedures that support government revenue. Enhanced quality of service delivery to stakeholders.

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
1. Organize regular Citizenship Commission Meetings	1.1 Regular Commission Meetings held (Not more than 12 ordinary & 12 extra ordinary/Annual) 1.2 Citizenship Applications reviewed and approved 1.3 Revoke Citizenships granted	SG, Citizenship Office & Commission	2026 – 2030	Risks: 1. Conflicting Policy decisions from government priorities or changes in government. 2. Increase workload Mitigation Measures: 1. Develop commission meeting policies and guidelines 2. Strengthen human resources to include more application verification officers.
2. Standardize workplace policies and processes	2.1 Restructure approved based on legislation and policy framework 2.2 SOP develop	DG, SG, Commission	2026 – 2030	Risks: 1. Human resource constraints Mitigation Measures: 1. TA Engagement; 2. working group establishment

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
3. Implement Information and Database systems	3.1. Internal Database implemented 3.2. COC website audit conducted and content updated 3.3. Information system/ Citizenship Portal developed 3.4 File server fully utilized and information secured 3.5 Data Sharing MOU negotiated	Secretary General, Citizenship Office; Commission, DCDT, VNSO	2026 – 2030	Risks: 1. Budget constraints 2. Undocumented procedures. 3. Confidentiality issues Mitigation Measures: 1.Capacity building 2. Supplementary budget 3. TA engagement
4. Human Management and Development	4.1 100% HR capacity met 4.2 10 in-house training conducted 4.3 Relevant regional training attended	Secretary General, Citizenship Commission; Administration, PSC, HRO	2026 – 2030	Risks: 1. inadequate knowledge & expertise Mitigation Measures: 1.TA engagement 2. Quality Management System
5. Strengthen Compliance with Legislative Amendments	5.1. CBI program regulations reviewed and amended 5.2. Citizenship Act reviewed and amended 5.3 Stakeholders due diligence and compliance engaged	DG, SG, Commission. OAG	2026 – 2030	Risks: 1.Limited commitment and policy backing Mitigation Measures: 1. Policy Directives
6. Strengthen Revenue Initiatives	6.1 CBI Fee structure reviewed and updated	SG, Compliance, Commission, MFEM Expenditure Analyst, DSPPAC Sector Analysts, Finance Manager	2022 – 2030	Risks: 1. Neighboring Countries’ fee competitiveness 2. Government policy direction 3. Market Price fluctuations Mitigation Measures: 1. Program support at Policy level 2. Alternative Revenues 3. TA engagement 4. Working Committee establishment
7. Improve Financial Management	7.1 Financial procurement guidelines developed 7.2 Transparent and accountable financial processes implemented	Secretary General, Citizenship Office; PSC, Finance and Budget Officer, MFEM Expenditure Analyst; DSPPAC Sector Analyst	2022 – 2030	Risks: 1. Conflicting Priorities 2. Unbudgeted cost items Mitigation Measures: 1. Timely NPP submission 2. Sectoral Consultations

Vanuatu Project Management Unit

VPMU

Table 15: Vanuatu Project Management Unit's Corporate Plan Matrix

NSDP Policy Objectives:	Society Pillar 1,2,3,4,5 & 6 - Policy objectives and goals 1.3, 1.4, 3.1, 4.1, 4.2, 4.3, 5.1, 5.5, & 6.8; Environment Pillar 2 - Policy objectives and goals 2.2, & 2.3; Economic Pillar 1,2,3 & 4 - Policy objectives and goals 1.2, 1.5, 1.7, 2.1, 2.2, 3.3, 3.6, 4.2, 4.5, & 4.6
NSDP Targets:	To deliver a National Infrastructure Project to a quality standard and desired outcome that serves the people and improve the country economy growth (Economic Pillar)
Ministry Policy:	To be developed
Strategic Objective:	<i>Improve quality, accessible and resilient National Infrastructure across Vanuatu through an effective Project Management</i>
Program:	Vanuatu Project Management Unit
Implementation Strategy:	To ensure proper administration of contracts, timely and cost-effective, prompt execution of decision making and a sound relationship with key stakeholders including financing partners
Outcomes:	<ol style="list-style-type: none"> 1. Oversight of VPMU operation, management and implementation of Governance directives; 2. Oversight and coordinate technical engineering aspects of all infrastructure projects; 3. Manage and account for VPMU and the overall project financial management information's and covenants 4. Oversee and manage all project environmental and social safeguards 5. Dissemination of accurate information of all project's status 6. Maintain quality performance standards and obligations

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
1. Strengthen VPMU program management	<ol style="list-style-type: none"> 1.1. VPMU program management restructured 1.2 Program activities budget increased 1.3 Capacity building Enhanced 1.4 New office space secured 	VPMU	2026-2030	Risk: <ol style="list-style-type: none"> 1. Natural Disaster delaying project construction. 2. Changes in policy Mitigation Measures: <ol style="list-style-type: none"> 1. Develop a Natural Disaster Preparedness and Response Plan. 2. Reforms through COM
2. Improve Project Preparatory and Readiness	<ol style="list-style-type: none"> 2.1 Project scope completed 2.2 Project design finalized and approved 2.3 Stakeholders consultations conducted 2.4 Cost estimate reviewed and approved 	VPMU and relevant line Ministries	2026-2030	Risk: <ol style="list-style-type: none"> 1. Capacity (lack of expertise) Inadequate planning Mitigation Measures: <ol style="list-style-type: none"> 1. Develop a risk and management plan 2. Ensure financial and technical feasibility

Key Activities	Outputs or Services Targets	Responsibility within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
3. Implement project framework	3.1 Four Financial Agreement executed 3.2 Four Procurement plans executed 3.3 More than 35 Contracts awarded	VPMU	2026-2030	Risk: 1.Delays 2.Budget shortfall Mitigation Measures: 1.Improve methodology of procurement process and contract negotiations
4. Manage project risks	4.1 80-100% Financial Management Control strengthened 4.2 80-100% Social Safeguards and Environmental compliance enforced 4.3 100% Mandatory contractual obligation fulfilled	VPMU	2026-2030	Risk: 1.Financial Risks 2.Contractual Risks Mitigation Measures: 1.Compliance with Financial Agreements and regulations 2.Strengthen tender document preparation
5. Uphold Government regulations and donor partners policies and standards	5.1 Quality control a) 100% physical b) 80-100% standards achieved 5.2 Client expectations satisfied 5.3 100% Policies and standards implemented 5.4 New project opportunities enhanced	VPMU	2026-2030	Risk: 1. Client dissatisfaction (key stakeholders) Mitigation Measures: 1. Comply with all regulations and continuous consultations
6. Strengthen the reporting requirements	6.1 100% Annual Project Financial Statement audited 6.2 100% Compliance report completed 6.3 Monitoring report completed 6.4 Project Progress report completed	VPMU	2026-2030	Risk: 1. Natural Disaster 2. Funding Suspension Mitigation Measures: 1. Time management
7. Improving the government service delivery	7.1 Two Renewable energy access project built and operated 7.2 Eight Domestic Maritime ports connectivity enhanced 7.3 Justice services improved and accessed 7.4 Business entrepreneurship skills empowered 7.5 safe and clean water accessed	VPMU	2026-2030	Risk: 1.Natural Disaster 2.Sustainability Mitigation Measures: 1. Develop an operation and Maintenance Plan and expected cost associated

Human Resource Management

Human resource management is a key driver of change contributing to the successful implementation of organizational plans, and ultimately the achievement of organizational goals (long term, intermediate, or short-term). It is the responsibility of departments to manage its staff effectively.

The Ministry of the Prime Minister, like all other government ministries, had over the past years encountered somewhat similar challenges related to human resource management and development – shortage or limited number of qualified people; staff shortfall; lack of training initiatives; no HRD strategy and/or plan; nepotism. Nevertheless, with constant improvement in collaborations within the ministry, across government ministries and development partners, human resource management and development within the ministry has significantly improved.

The Ministry of Prime Minister is one of the Ministry in the government that has been highly performing to expected standards from 2023 & 2024. However, the ministry also acknowledges the fact that there is still room for improvements in its human resource management and development, so as to ensure services are effectively delivered to the people. In initiating improvements in the Ministry's human resource management, the MPM collaborated with the OPSC to undertake the following activities:

- Updating departmental organization structures in alignment with the new GRT Determinations of December 2024;
- Transitioning of Job Descriptions (JD) from the old template to the new Competency-based JD template; and
- Stocktake of MPM staff skills gap and analysis.

MPM Current Staffing Information

The following information (tables) illustrates the current number of staff by departments / agencies, status of employment, vacant positions, and positions that are budgeted for.

Table 16: Current Number of Staff by Departments/Agencies, Status of Employment, Vacant Positions and Budgeted Positions under the MPM, 2026.

	Cabinet	CSU & COM Sec.	VNSCS	DSPPAC	LSD	GRT	DCDT	COC	VPMU	Total
Total No. of positions in approved structure	32	16	18	36	22	18	35	17	10	204
No. of Staff in Permanent Positions	0	15	6	28	19	4	28	8	0	
Contracts	31	2	0	0	0	0	1	1	10	
Internships / Cadets	0	0	0	28	0	1	0	1	0	
Vacant positions to be recruited	1	1	12	8	3	14	7	7	0	
Vacant positions with confirmed budgets	1	1		5	3	5	3	0	0	
Vacant positions with no budget	0	0		3	0	9	4	7	0	

The current staffing information clearly indicates the following scenario for the Ministry's human resource management:

- The number of MPM staff will increase in the next five years – 2026 to 2030 as vacant positions are being filled;
- The increase in number of staff will have an impact on not only the Ministry's budget but also the office spaces within the respective departments; and
- There is a need to budget for vacant positions that are not currently being budgeted for, prompting the need for an increase to the Ministry's budget during the duration of this corporate plan.

Location of the MPM and Its Departments/Agencies

The Ministry of the Prime Minister and all its departments/agencies/units are located in Port Vila, Efate Island, Shefa Province. This is clearly illustrated in table 17 – geographical distribution and location of MPM staff by province. However, the DCDT has established its office with a staff to man the office in all other five provinces.

— Table 17: Geographical Location of Departments/Agencies under the MPM, 2026

Department	Location
PMO Cabinet	Shefa Province, Efate Island, Port Vila
DG's Office (CSU & COM Secretariat)	Shefa Province, Efate Island, Port Vila
VNSCS	Shefa Province, Efate Island, Port Vila
DSPPAC	Shefa Province, Efate Island, Port Vila
LSD	Shefa Province, Efate Island, Port Vila
GRT	Shefa Province, Efate Island, Port Vila
DCDT	Shefa Province, Efate Island, Port Vila, plus ICT Officers stationed in the other five (5) provinces
COC	Shefa Province, Efate Island, Port Vila
VPMU	Shefa Province, Efate Island, Port Vila

MPM Staff by Gender

The Ministry's workforce by gender exemplifies equity gaps in the recruitment processes. The current number of staff by gender indicated a total of 52 females and 111 males. These figures include the PMO Cabinet staff – political appointees who are employed on contract bases and their terms of employment depends on the political arrangements of the sitting government. Therefore, the number of Public Servants (excluding political appointees) by gender is 49 females and 82 males.

— Table 18: Number of Staff by Gender and Departments/Agencies, 2026

	Cabinet	CSU & COM Sec.	VNSCS	DSPPAC	LSD	GRT	DCDT	COC	VPMU	Total
Female	3	5	3	9	13	1	7	5	6	52
Male	29	11	3	19	6	3	28	8	4	111

This data calls for the following actions:

- Recruitment processes need to be scrutinized for equal participation of both female and male applicants;
- MPM through the HRO, Directors and Heads of Agencies collaborate with OPSC in ensuring a fair and balanced selection process of candidates to efficiently address this equity gap in the ministry's recruitment processes – includes all staff that are on contract and/or cadets and internships.

Language Proficiency

Vanuatu has three official languages namely Bislama, English, and French. These official languages are being used daily by staff of the Ministry of Prime Minister. However, not all staff of the MPM are fluent (speak, read and write) in all three official languages. Table 19 illustrates the number of staff by department and language proficiency.

— Table 19: Number of Staff by Language Proficiency and Departments/Agencies, 2026

	CSU COM Sec.	VNSCS	DSPPAC	LSD	GRT	DCDT	COC	VPMU	Total
Bilingual	12	5	25	1	4	23	8	4	82
Trilingual	4	1	3	18	1	12	5	6	50

- There are more Bilingual staff (88) – mainly speaking, reading & writing in Bislama and English, than Trilingual staff (50) – speaking, reading & writing in Bislama, English & French) as demonstrated in table 19.
- However, it is worth noting that Bislama is a language of Vanuatu and most of Government services are provided to Vanuatu citizens through Bislama.

Organisational Structure

The Ministry will be updating most of the organization structures of the respective departments and agencies depending on the needs that may arise (e.g., legislative changes, development & implementation of new ministerial policies, etc.) within the period of the corporate plan 2026 – 2030.

The departments and/or agencies that will undergo restructuring are;

1. Director General's Office – Corporate Services Unit
2. Department of Strategic, Policy Planning and Aid Coordination (Add another unit NPP to the structure)
3. Right To Information Unit
4. Language Services Department
5. Department of Communication & Digital Transformation

When undertaking the relevant restructure of the departments / agencies, the following strategic areas must be considered.:

- Realigning organization structures to NSDP and its Acceleration Priorities implementations;
- Changes in legislative functions and mandates of the department and agencies; and
- Realign structure to emerging opportunities and threats to enhance quality service delivery.

Whilst the named departments will undergo restructuring exercise, the other departments will continue to implement their recently approved organigrams from 2026 to 2030. During the process of implementing the approved structures, the following aspects need to be considered:

- Align and/or incorporate the 2024 GRT determinations into the salary scales of the new positions;
- Amendments to position titles to reflect emerging and future functions of the specific positions; and
- Amendment job descriptions to reflect the position title change(s) and the use of the new competency JD template.

Retirement Plan

Conferring to human resources data analysis from the HRMIS, there will be some staff retiring between 2026 – 2030. These will be normal retirements based on the retirement age – 60 years old.

Nevertheless, unforeseen circumstances (e.g., health issues, change in personal goals & job, etc.) may lead to early and unplanned retirements.

— Table 20: MPM, Staff Retirement Plan by Departments/Agencies, 2026

Department / Agencies	2026	2027	2028	2029	2030
CSU	0	1	0	1	0

— Table 20: MPM, Staff Retirement Plan by Departments/Agencies, 2026

Department / Agencies	2026	2027	2028	2029	2030
VNSCS	0	0	0	0	0
COC	0	0	0	0	0
GRT	0	0	0	0	0
DCDT	2	0	0	0	0
LSD	0	0	0	1	1
DSPPAC	0	0	0	2	0
VPMU	0	0	0	0	0

Succession Plan

A good deal of emphasis on succession planning has been made within the public sector. It is considered a good and genuine deal for public servants. However, developing and implementing a succession plan can and will be challenging for the ministry. There are many contributing factors involved and each department and agency are in a better position to manage their succession planning. To begin the succession planning for the MPM, table twenty-one (21) below highlights the key positions and roles under each department and agency, associated risks, and capture required actions to reduce those risks.

This succession plan does not include the VPMU. The reason is VPMU's staff are employed by the VPMU Steering Committee on a contract basis. When a VPMU staff's contract lapses, the position will be advertised and the staff are encouraged to apply for the positions. Hence, succession planning is not ideal for VPMU.

— Table 21: MPM's Succession Plan, 2026 - 2030.

Key Positions & Roles	Current Incumbent	Risk of Current Incumbent Leaving Role	Potential Successors	Readiness of Potential Successors	Required Action
<i>Director General's Office Corporate Service Unit (CSU)</i>					
Director General	Georges Maniuri	Low	Director DSPPAC	Immediately	Transition & proper handover
Executive Officer	Jeffrey Tari	Low	Senior Information	Immediately	Transition and proper
Finance Officer	Jean Obed	Medium	MPM Admin & Finance Officers	Immediately	Transition & proper handover

Key Positions & Roles	Current Incumbent	Risk of Current Incumbent Leaving Role	Potential Successors	Readiness of Potential Successors	Required Action
Human Resource Officer	Salome Ottiman	Low	MPM Admin & Finance Officers	Immediately	Training on HRMIS and PSSM, & Transition & proper handover
Information & Communications Officer	Roan Mailalong	Low	IT N&AS Officer	Immediately	Transition & proper handover
IT Network & Application Support Officer	Jimmy Manangisu	Low	DCDT IT Officer	Immediately	Transition & proper handover
Executive Secretary	Vacant	Low	Administration / Filling Officer	Immediately	Refresher training on Secretary roles
Compound Maintenance Officer	Marcellin Temakon	Medium	Driver/Messenger or Groundsman	3 months	Procurement training
Driver/Messenger	Luke Saul Betuel	Medium	Compound Maintenance Officer	Immediately	Transition & proper handover
<i>Council of Ministers Secretariat</i>					
COM Secretary	Esther Rory	High	DCO Secretary or Head of Policy Unit, DSPPAC	Immediately	Transition & proper handover
COM Administration & Finance Officer	Lydiana Pakoa	Low	MPM Admin & Finance Officers	Immediately	Transition & proper handover
<i>Department of Strategic Policy Planning and Aid Coordination (DSPPAC)</i>					
Director DSPPAC	John Ezra	Medium	Head, Policy Unit	Immediately	Transition & proper handover
Head, Policy & Planning Unit	Vacant	Low	Principal Sector Analysts	Immediately	Transition & proper handover

Key Positions & Roles	Current Incumbent	Risk of Current Incumbent Leaving Role	Potential Successors	Readiness of Potential Successors	Required Action
Head, Aid Coordination Unit	Anna Bule	Low	Principal Aid Program Officer (Bilateral or Multilateral)	Immediately	Transition & proper handover
Head, Monitoring & Evaluation Unit	Vacant	Low	Principal Policy Monitoring or Policy Audit Officer	Immediately	Transition & proper handover
Head, Disaster Recovery Coordination Unit	Peter Korisa	Low	Principal Recovery Coordinator	Immediately	Transition & proper handover
Manager, Right to Information Unit	Harold Obed Tahun	Medium	Records & Information Management Officer	Immediately	Transition & proper handover
<i>Language Services Department (LSD)</i>					
Director LSD	Stewart Garae	Low	Principal Language Officer	Immediately	Transition & proper handover
Principal Language Officer – French	Lavigna Tarisa	Low	Senior Language Officer French	Immediately	Transition & proper handover
Principal Language Officer – French Legal	Gilda Taravaki	High	Senior Language Officer French Legal	Immediately	Transition & proper handover
Principal Language Officer – English	Judith Hopa	Medium	Senior Language Officer English	Immediately	Transition & proper handover
Principal Language Officer – Bislama	Leah Bani	Low	Senior Language Officer Bislama	Immediately	Transition & proper handover
Language Coordinator	Joseph Vanmelbu	Low	Senior Language Officers	Immediately	Transition & proper handover
Terminologist	Ulrich Litoung	Low	Senior Language Officers	Immediately	Transition & proper handover

Key Positions & Roles	Current Incumbent	Risk of Current Incumbent Leaving Role	Potential Successors	Readiness of Potential Successors	Required Action
Admin & Finance Officer	Madonna B. Alatoa	Medium	Secretary/Librarian/RTI Officer	Immediately	Transition & proper handover
<i>Department of Communications and Digital Transformation (DCDT)</i>					
Director	Vacant	Low	Deputy Director: John Jack	Immediately	Transition & proper handover
Deputy Director	John Jack	Low	Policy Manager: Joseph Robert	Immediately	Transition & proper handover
Policy Manager	Joseph Robert	Low	Senior Policy Analyst: Kleton Ezekiel	Immediately	Transition & proper handover
CERTVU Manager	Kensly Joses	Low	Senior Security Analyst	Immediately	Transition & proper handover
IP Network Manager	Philix Wartef	Low	Senior Network Administration officer: Paul Henry Iauko	Immediately	Transition & proper handover
Transmission Manager	Andre Tagar	Low	IP Network Manager	Immediately	Transition & proper handover
Management information System (MIS) Manager	Glennys Vora	Low	Senior system Administrator: Jennifer Vira	Immediately	Transition & proper handover
User Support Manager	Ross Shing	Low	User support officer: Jenery Thompson	Immediately	Transition & proper handover
Application Manager	Nicky Doan	Low	Senior Application Developer: Karae Vurobaravu	Immediately	Transition & proper handover
Finance Administration Officer	Lesline Hinge	Low	Administration / Reception Officer	Immediately	Transition & proper handover

Key Positions & Roles	Current Incumbent	Risk of Current Incumbent Leaving Role	Potential Successors	Readiness of Potential Successors	Required Action
<i>Government Remuneration Tribunal (GRT)</i>					
Director	Vacant	Medium	Manager Remunerations (Vacant)	Immediately	Recruitment in collaboration with OPSC
Manager Remunerations	Vacant	Medium	Principle Remuneration Analyst: Clement Nasse	Immediately	Transition & proper handover
Principal Remuneration Analyst	Clement Nasse	Low	Senior Remuneration Analyst. Public Services (Vacant)	Immediately	Recruit In House and on the Job training Orientation
Principal Research and M&E Officer	Vacant	Low	Senior Remuneration Research Officers (Vacant)	Immediately	Recruit In House and on the Job training Orientation
Senior Remuneration Analyst. Public Services (x4)	Vacant	Low	Remuneration Analysts (x6)	Immediately	Transition & proper handover
Senior Administration & Finance Officer	Cynthia Saksak	Low	Administration & Finance Officer (Vacant)	Immediately	Transition & proper handover
<i>Vanuatu National Security Council Secretariat (VNSCS)</i>					
National Security Advisor	Roline Tekon	Low	National Security Lead Analyst (Vacant)	6 months	Recruit National Security Analyst; job orientation and on-the-job training
National Security Lead Analyst	Vacant	Low	Joint Assessment Coordinator (Vacant)	1 year (+)	Recruit & In-house and on-the-job training and job orientation
Head of Submissions & M&E	Hannah Kausiama	Low	Resolutions & Compliance Officer or M&E Officer (Vacant)	1 year (+)	Recruit & In-house and on-the-job training and job orientation

Key Positions & Roles	Current Incumbent	Risk of Current Incumbent Leaving Role	Potential Successors	Readiness of Potential Successors	Required Action
Office Manager	Vacant	Low	Administration and Finance Officer: Sharon Marango	Immediately	Transition & proper handover
<i>Citizenship Office</i>					
Secretary General	Vacant	Medium	Manager Compliance	Immediately	Appointment of the Secretary General
Manager Finance & Administration	Pierro Willie	Low	Senior Administration and finance officer	Immediately	Transition & proper handover
Manager Compliance & Diligence	Jack Kanas	Low	Senior Compliance & Diligence	Immediately	Transition & proper handover
Manager citizenship program and Policy analyst	Vacant	Low	Senior citizenship program and Policy analyst	1 year (+)	Recruitment

Training Plan

The traditional practice is to identify training needs areas in the PSC's Work Performance and Development Plan (WPDP), and recommend staff to attend either on-the-job training, or training in-country or abroad. Trainings undertaken abroad are both short-term (1 week to 6 months) and long-term training (1 year +) programs and are being sponsored either by the government or development partners. Trainings abroad must be approved by the PSC before a staff undertakes their training.

It may be challenging to develop a training plan for the ministry, let alone its implementation, and currently the Ministry of the Prime Minister does not have a Human Resources Development Plan. An alternative is to develop a human resource development strategy for the ministry whereby the Director General's Office will oversee its overall coordination. The departments and agencies under the ministry are to implement the human resource development strategy based on their needs and skills gap analysis.

Table twenty-two (22) below outlines training plan for some departments and agencies under the MPM. This training plans are drawn from the respective departments/agencies' 2025 business plan, with some training programs lasting until 2027. It is a starting point and MPM will improve the coordination of its staff training plan in the future.

— Table 22: MPM's Training Plan by Departments/Agencies, 2026 - 2030

Dept / Agency	No. of Staff	Study Program / Courses	Institution	Duration / Timeframe of Study	Scholarship or Self-sponsored
CSU	5	ICT - Basic Computer Courses	Edwards Computer Foundation / CNS USP TAFE – Emalus Campus	3 – 6 Months: Annually	Self-Sponsored
	4	Administration works (i.e., filing, finance, asset & records management, secretarial work, etc.)	VIPAM OPSC NAT Secretariat	3 – 6 Months: Annually	Government Sponsored - CSU
	3	Reporting writing	VIPAM OPSC NAT Secretariat	3 – 6 Months: Annually	Government Sponsored - CSU
	2	Postgraduate studies	USP Australian & New Zealand Universities & others	2 Years	Scholarship
DSPPAC - DRCU	1	Post Graduate Diploma in Climate Change	USP	2026 [likely to be completed by end of 2025]	Self-Sponsored
LSD	7	Master of Governance & Public Policy	Fiji National University	2 years (2026 - 2027)	Scholarship
		Interpretation course	Australia	2 years	Scholarship
		Translation & Interpretation Training/Attachment Refresher courses	SPC CREIPAC CEFAP/OIF IFAP	6 – 12 Months	Scholarship
		Professional Diploma in Accounting or Business Management	USP	12 months	Government Sponsored - LSD
		Training/ Diploma Secretarial Duties	USP NAT Secretariat	3 – 12 months	Government Sponsored - LSD
GRT	4	Master of Business Administration	USP – Emalus Campus	2026 - 2029	Self – Sponsor
		Bachelor Of Arts Majoring in Management and Tourism	USP – Emalus Campus	2026 - 2029	Self – Sponsor
		Bachelor in HRM (Employment relations) Bachelor of Arts in Law	USP – Emalus Campus	2026 - 2029	Self – Sponsor
		Master of Business Administration	USP – Emalus Campus	2026 - 2029	Self – Sponsor

Dept / Agency	No. of Staff	Study Program / Courses	Institution	Duration / Timeframe of Study	Scholarship or Self-sponsored
DCDT	1	Post Graduate Diploma in Information Systems	University of the South Pacific	1.5 years	Self-Sponsored
	1	Masters in Information Systems	University of the South Pacific	1.5 – 2 years	Scholarship
	1	Master in Cyber Security	Waikato University or others depending on offer outcome	1.5 – 2 years	Scholarship
	1	Masters in Information Governance	University of Auckland or others depending on offer outcome	1.5 – 2 years	Scholarship
	5	Secondment	New Zealand National Cyber Security Centre	3 months	Scholarship
	5	Certificate 4 in Cyber Security	University of the South Pacific	1 year	Self-Sponsored
	1	CCNA Certified	Authorized Training Institute	1 year	Scholarship
	1	COBIT Certified	Authorized Training Institute	1 year	Scholarship
	1	ITIL Certified	Authorized Training Institute	1 year	Scholarship
	All Officers	Targeted In Service Trainings	Asia Pacific Telecommunity (APT) / Commonwealth Telecommunication Organization (CTO) / International Telecommunication Union (ITU) / Asia Pacific Network Information Centre (APNIC) / EU-CoE Global Action on Cybercrime Enhanced (GLACY-e) / Telefocal Asia / Ken Knowledge International / Telecontran International / Global Forum for Cyber Experts (GFCE)	5 – 10 Days	Scholarship (Bilateral)
COC	4	Customer service	VIPAM to confirm	1 month	To be identify
	4	ICT Training	VIPAM to confirm	1 month	To be identify
	3	Budget & Management	VIPAM to confirm	1 month	To be identify
	3	Policy & Leadership Training	VIPAM to confirm	1 month	To be identify
	2	Policy & Leadership Training & Legal drafting	VIPAM to confirm	1 month	To be identify
VPMU	All Officers	Targeted In Service & Short-term Trainings	Financial Institutions Opportunities offered by VIPAM	1 – 3 months	Government sponsored – VPMU Or Scholarship

Budget Projection

It should be noted that the budget forecasts are based simply on the rate of increase in real GDP. Therefore, the forward estimates reflect only changes in the productive capacity of the economy. However, the link between economic performance and revenue is less clear now than in previous years, given the international restrictions imposed on the Government's Honorary Citizenship Programs and the disruptions caused by natural disasters. On the other hand, the forward estimates do not include price changes (Inflation). This would result in greater forward estimates.

According to the Government's Budget Book 2025, Volume 1, and the International Monetary Fund (IMF) World Economic Outlook, the projected real GDP for Vanuatu is expected to grow by 0.6 per cent (%) in 2026 and remain at the 2 percentiles from 2027 to 2030. A steady growth in the country's GDP is anticipated over the Corporate Plan period (2026 – 2030). However, a major threat to the country's economic growth was caused by the 7.3 magnitude earthquake of 17th December 2024, mainly in the Country's capital city, Port Vila and its cascading impacts to businesses and people's livelihood activities over the short to medium term period. In addition, the likelihood of tropical cyclone(s) occurrences in the country is high, therefore, imposing a risk to its economic growth.

With the devastating impact of the 7.3 magnitude earthquake of 17th December 2024 and tropical cyclone prospects, all MPM program budgets (recurrent) in 2027 to 2030 have been forecasted to increase by 2 per cent (%). This 2% increase was also drawn from the MPM recurrent budget trend between 2022 and 2025. Nevertheless, the MPM's budget forecast in the Government of the Republic of Vanuatu's Budget Book of 2025, Volume 1 was also noted.

The forecasted increase in the MPM recurrent budget is intended for the recruitments to fill up key vacant positions, imminent restructure of departments and agencies, and ultimately improve the quality of services delivered by the MPM to the people of Vanuatu.

MPM Budget Forecast, 2026 - 2030

— Table 23: MPM's Budget Forecast, 2026 - 2030

Program	2026	2027	2028	2029	2030
MCB Strategic Management	177,003,118	189,703,118	189,703,118	189,703,118	189,703,118
MPA Office of the Prime Minister	136,102,324	138,824,370	138,824,370	138,824,370	138,824,370
MPB Director General's Office	169,789,972	169,789,972	171,487,871	171,487,871	171,487,871
MPC Language Services	67,340,400	70 411 000	78 882 000	80 000 000	80 000 000
MPD Special Commissions – GRT	36,107,440	42,766,534	47,766,534	47,766,534	47,766,534
MPE ICT, Policy and Administration	350,106,442	357,108,570	357,108,570	357,108,570	357,108,570
MPB Vanuatu National Security Council	30,373,063	30,980,524	30,980,524	30,980,524	30,980,524
MCB Vanuatu Project Management Unit	360,402,298	360,402,298	360,402,298	360,402,298	360,402,298
	1,321,543,387 VT	1,357,586,882 VT	1,357,586,882 VT	1,376,273,285 VT	1,376,273,285 VT

The Office of the Citizenship Commission (also known as the Citizenship Office and Commission - COC) is a Constitutional Agency, physically located under the portfolio of the Ministry of the Prime Minister. However, its budget is not itemized under the ministry. The COC's budget is listed under Constitutional Agencies within the government's budget structure. According to the Budget Book of 2024 Volume 1, the COC's budget forecast to 2030 is stated below.

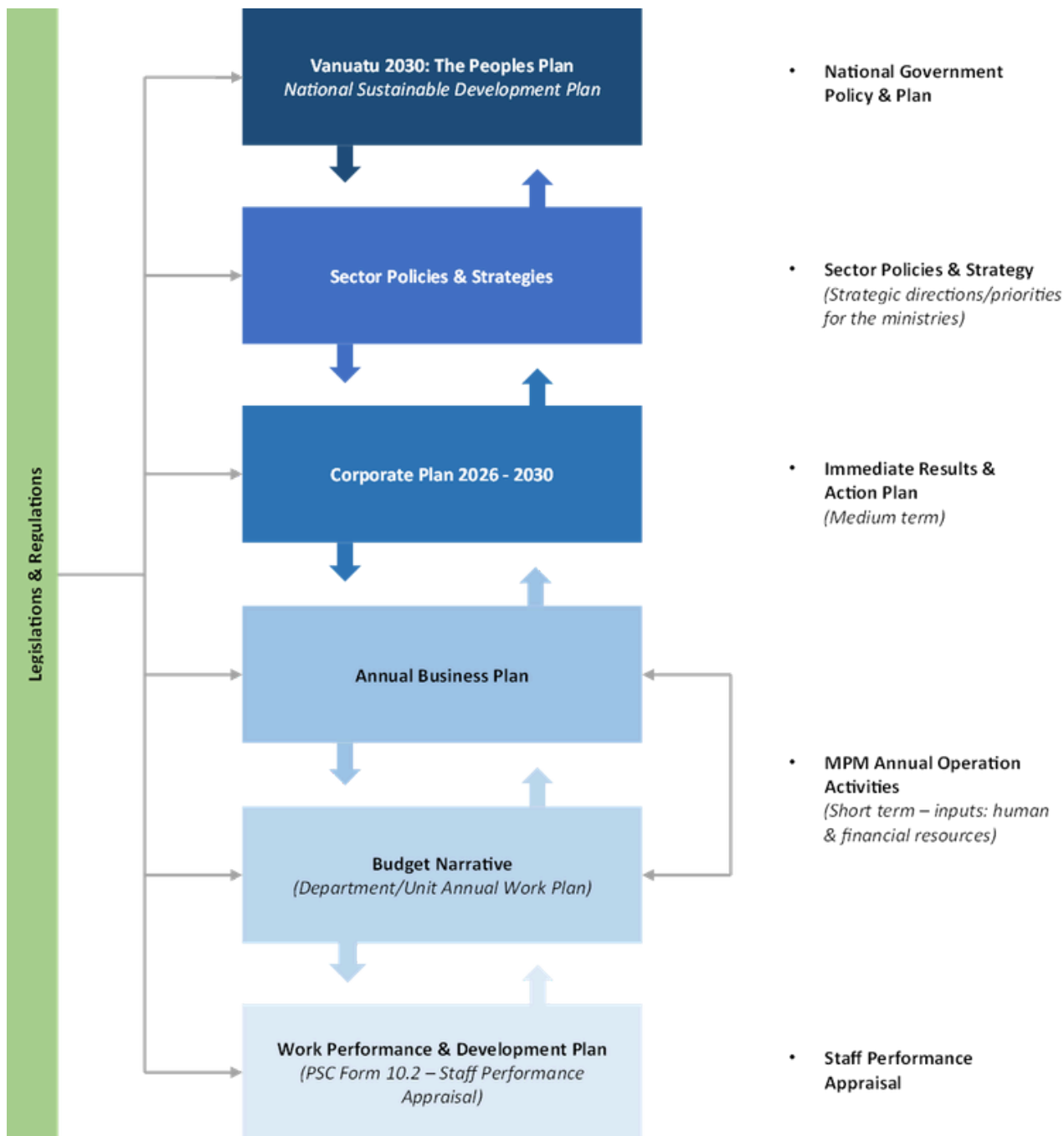
— Table 24: Citizenship Office and Commission's Budget Forecast, 2026 - 2030

Program	2026	2027	2028	2029	2030
CKA Citizenship Office and Commission	76,999,348	86,999,348	91,999,348	96,999,348	96,999,348
Total	76,999,348 VT	86,999,348 VT	91,999,348 VT	96,999,348 VT	96,999,348 VT

Annex

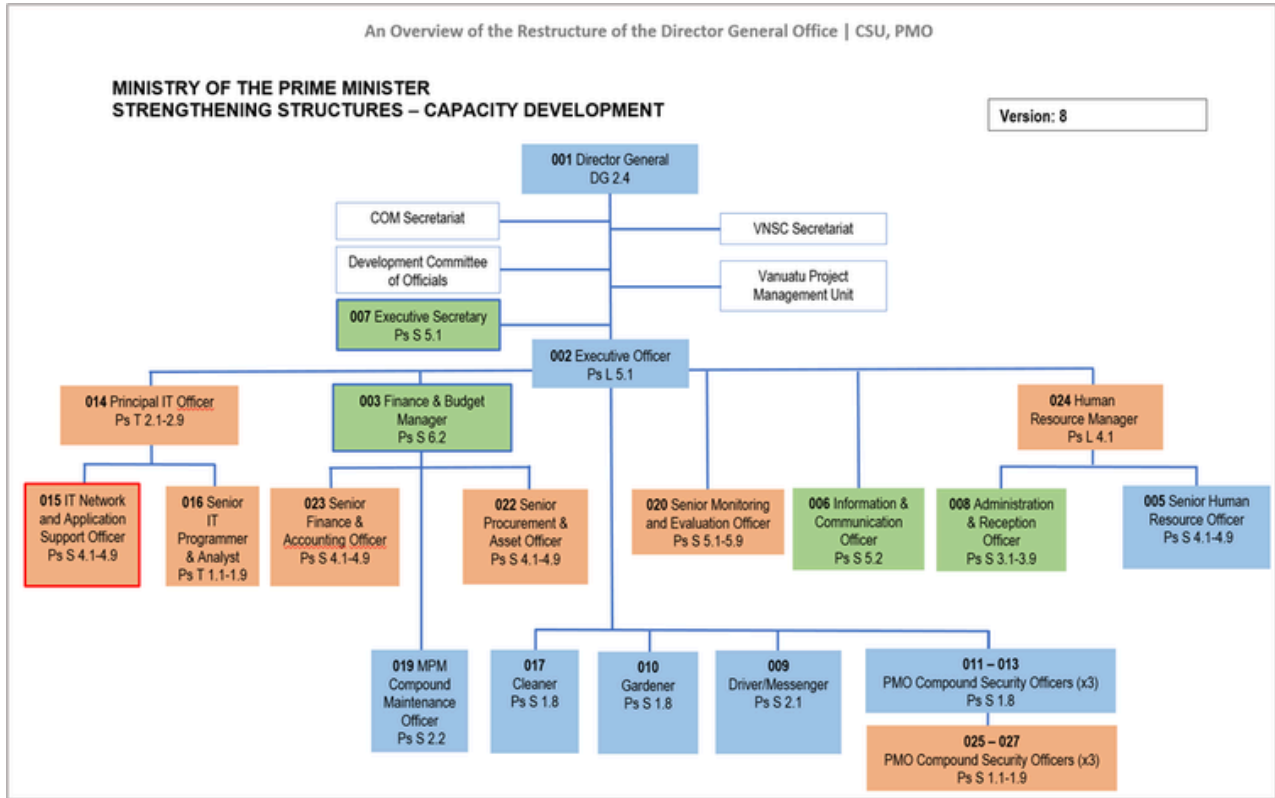
1. MPM Planning Framework

— Figure 3: MPM's Planning Framework



2. Department/Agency Organization Structures

— Figure 4: Proposed revised CSU organization structure, 2026



— Figure 5: Approved CSU Organization Structure, 2021

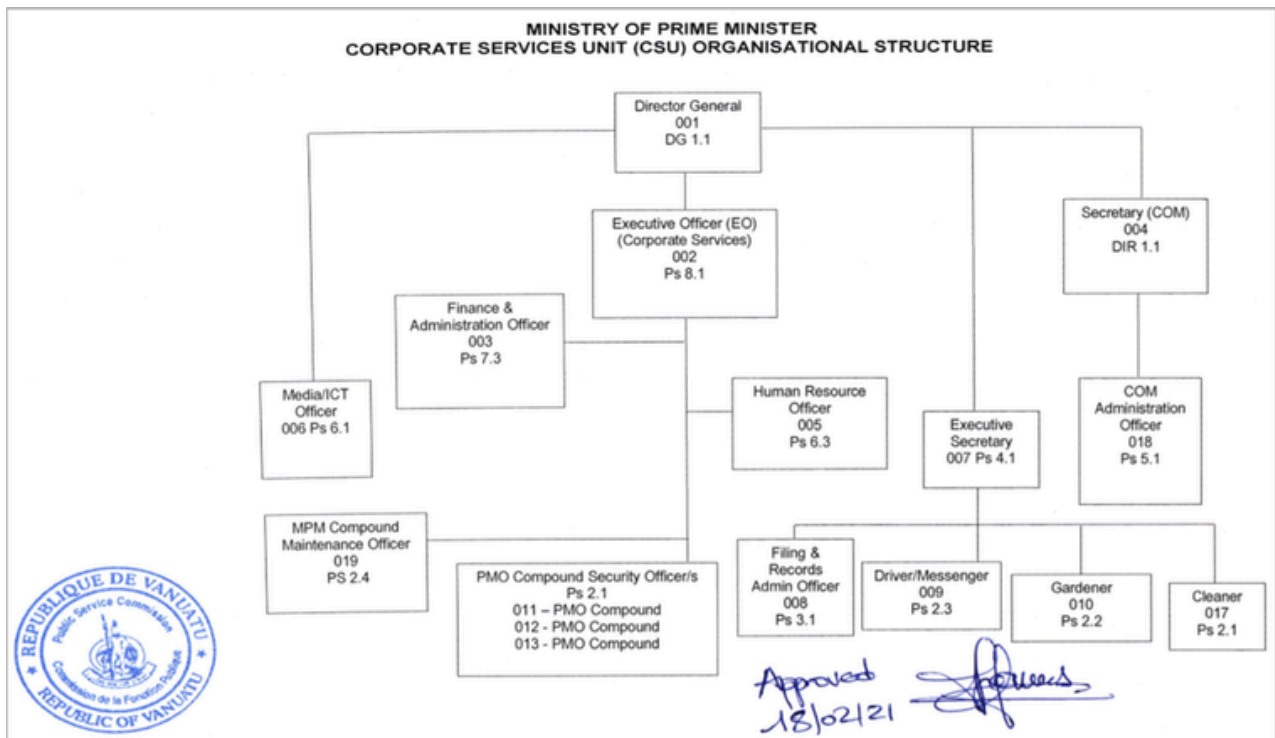


Figure 6: Approved RTI Unit Organization Structure, 2024

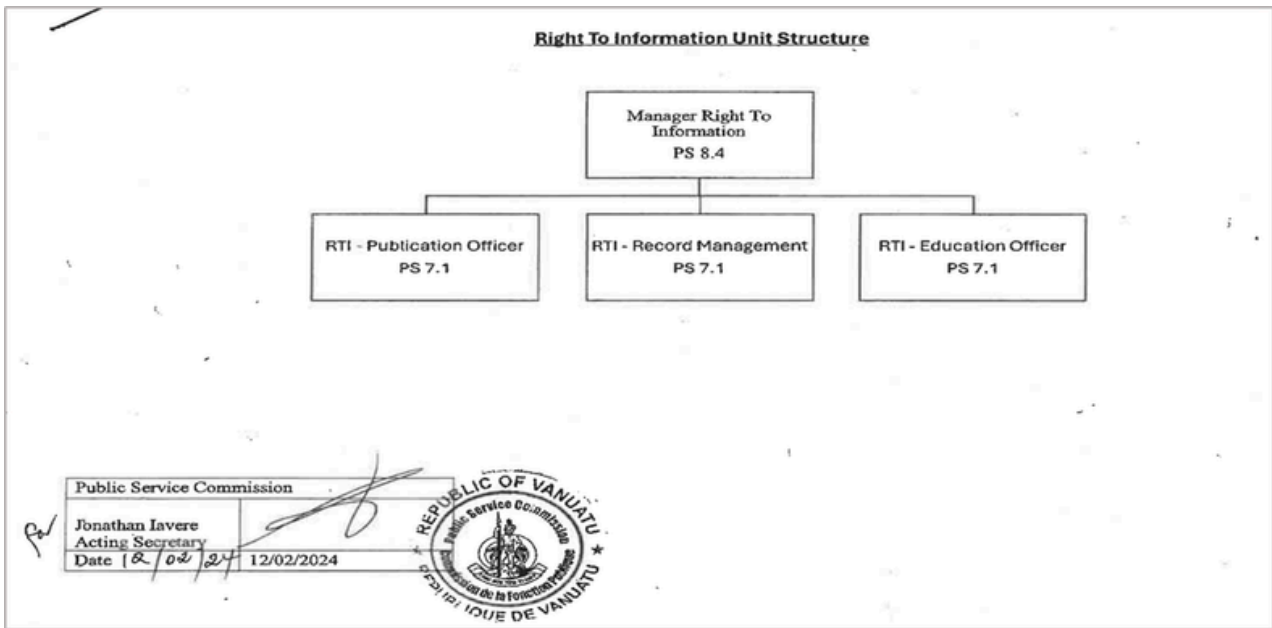
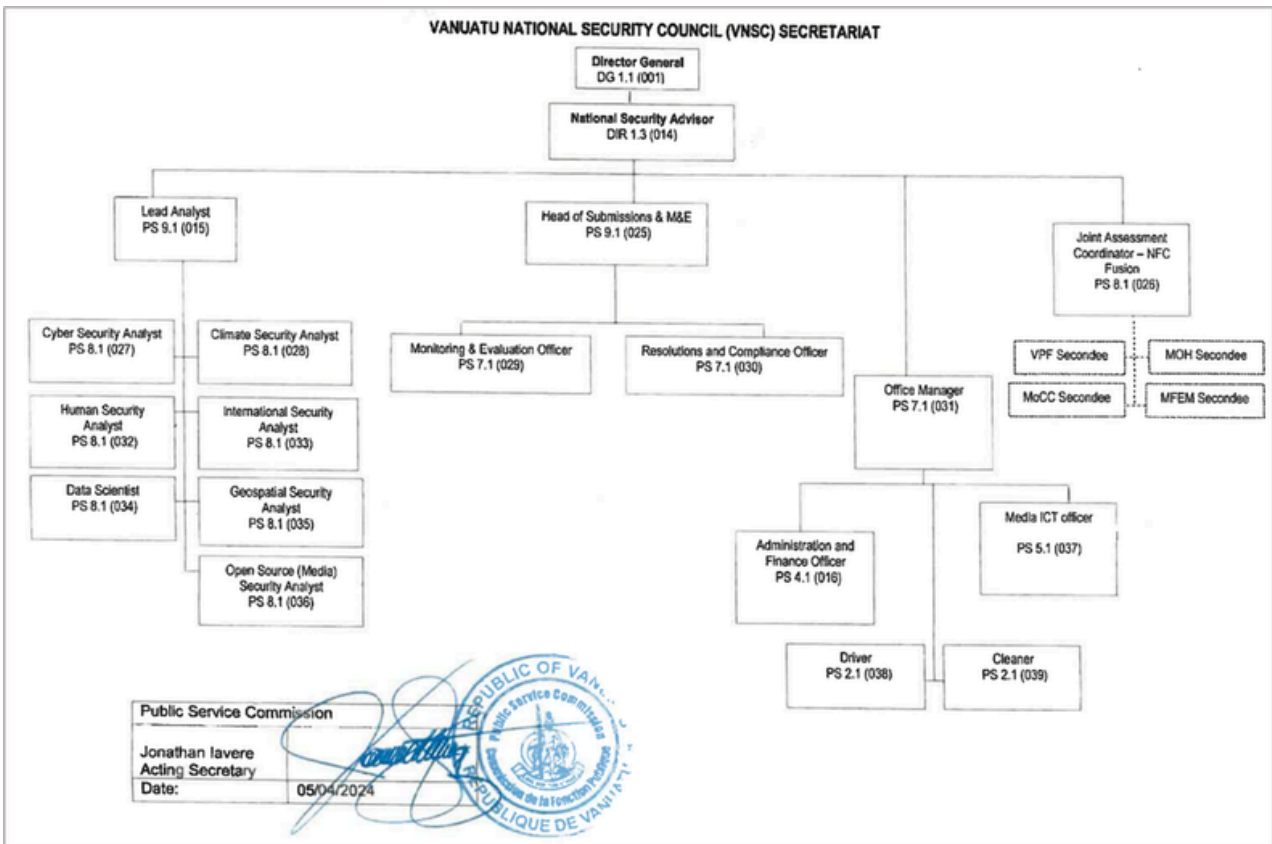
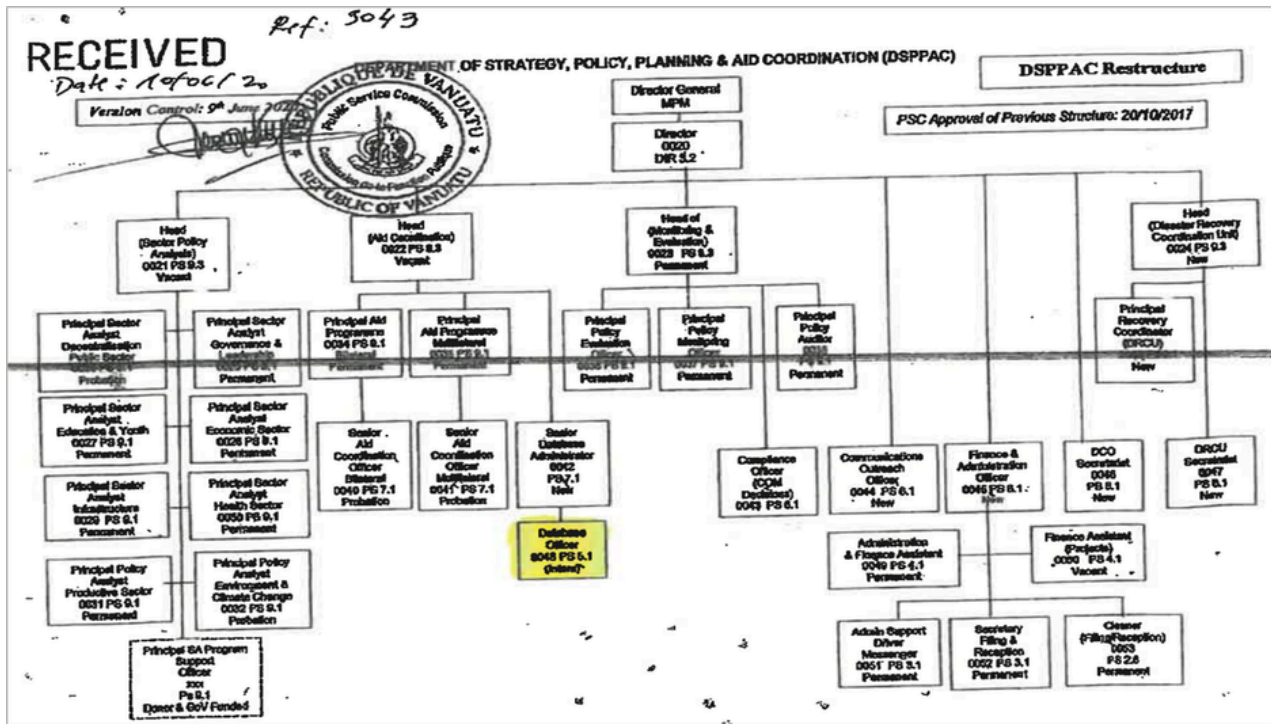


Figure 7: Approved NSCS Organization Structure, 2024



— Figure 8: Approved DSPPAC Organization Structure, 2020



— Figure 9: Approved GRT Organization Structure, 2023

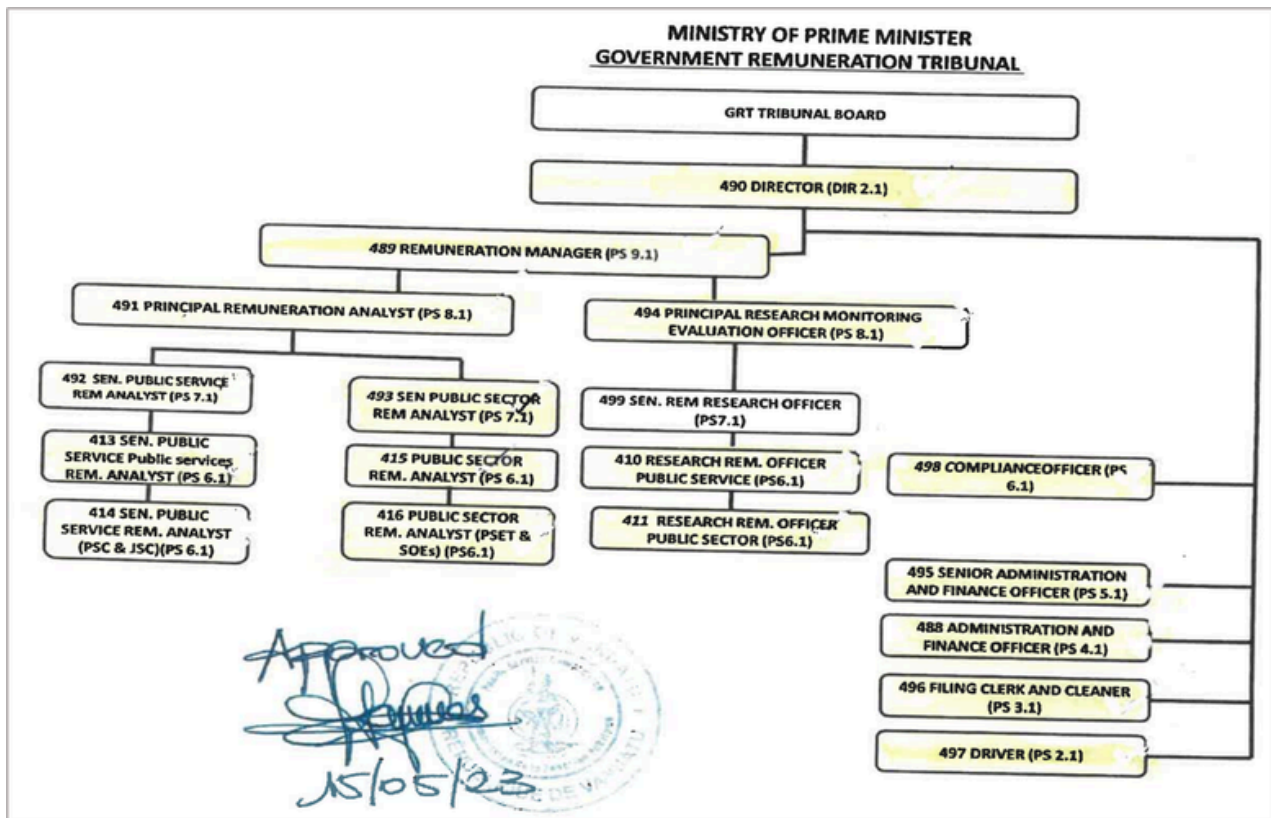


Figure 10: Approved LSD Organization Structure, 2018

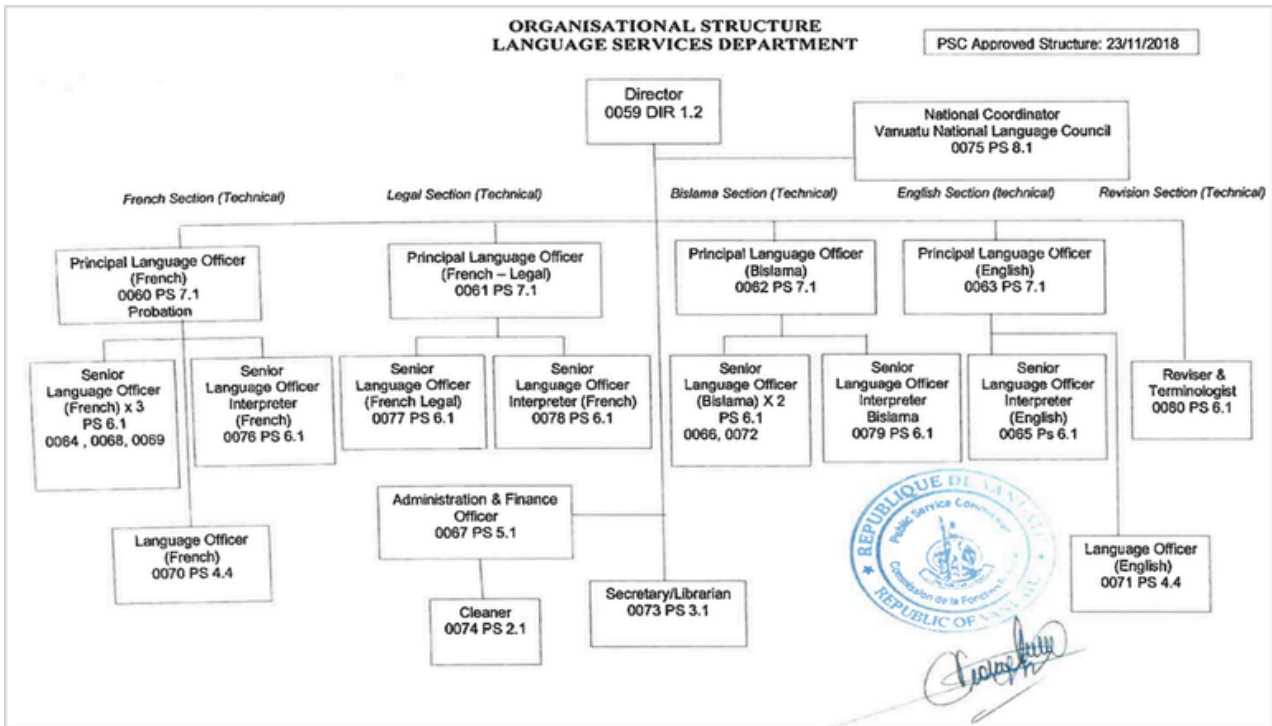


Figure 11: Approved DCDT (formerly OGCIO) Organization Structure, 2021

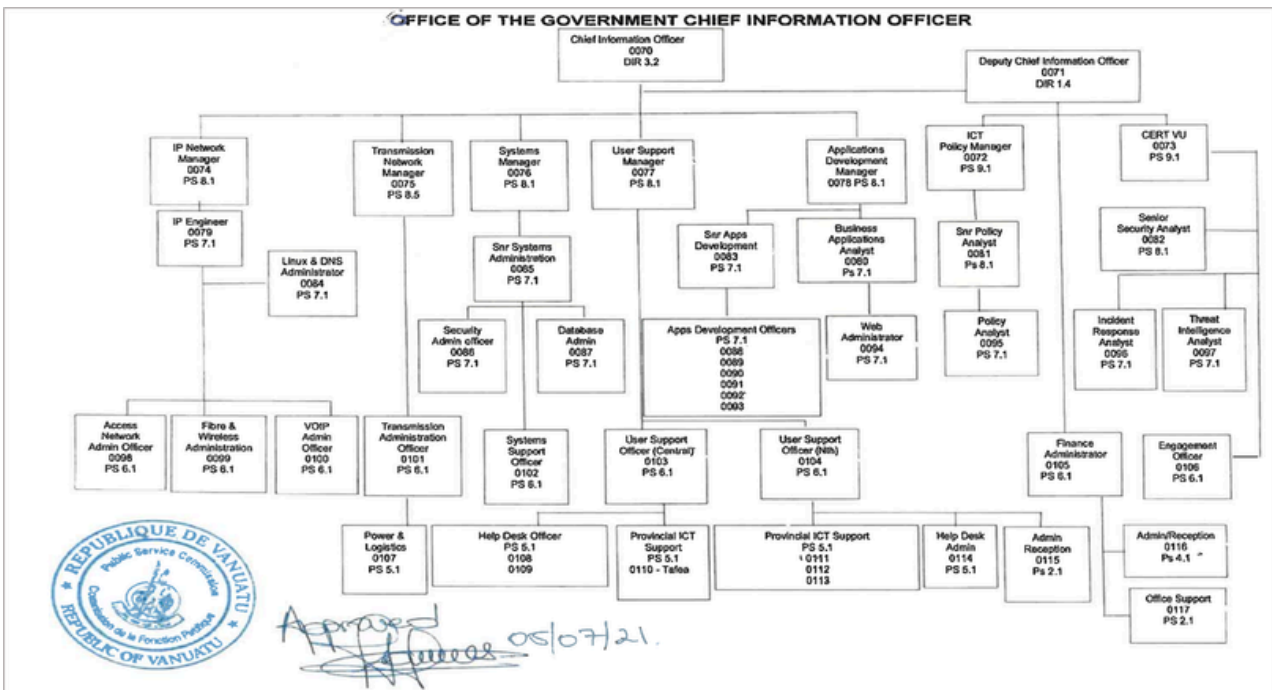


Figure 12: Approved COC Organization Structure, 2023

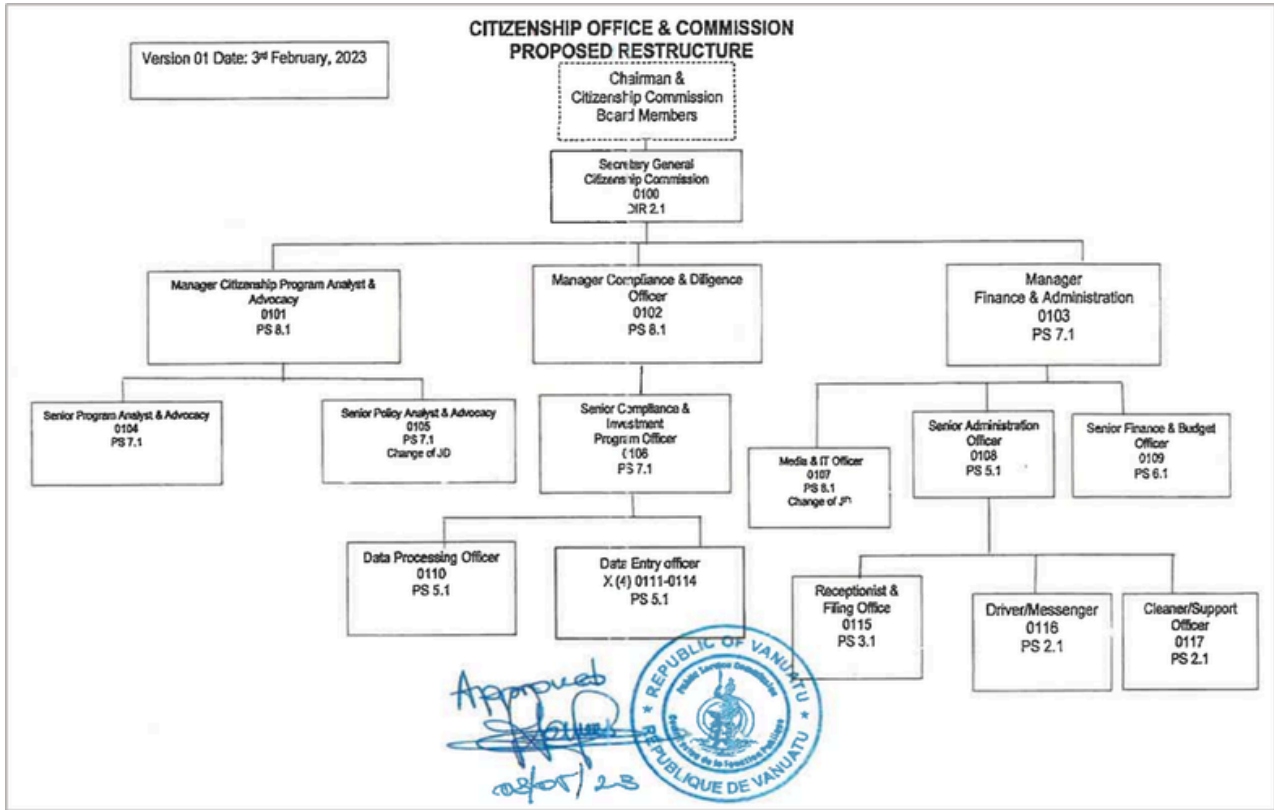
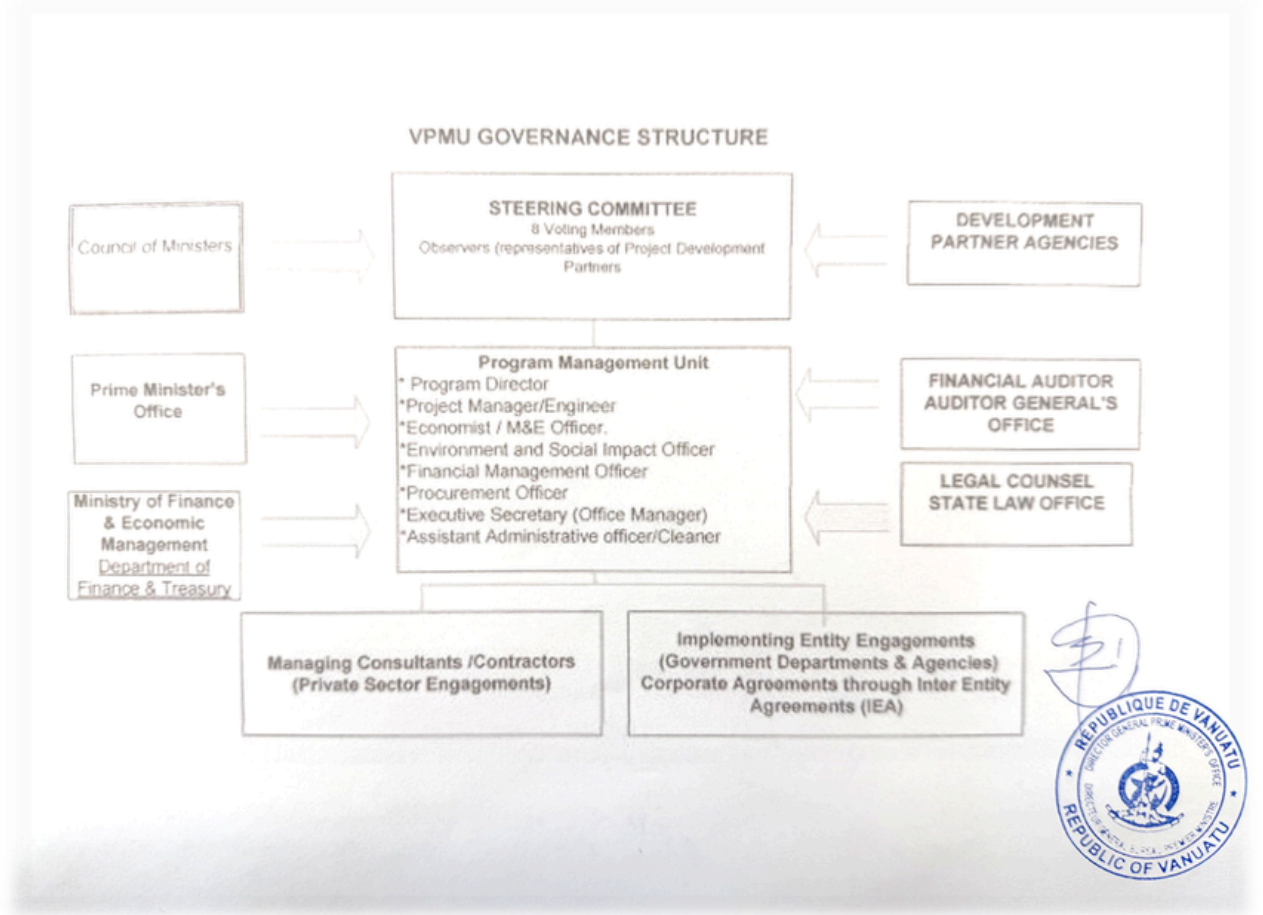


Figure 13: Approved VPMU Organization Structure, 2026







MINISTRY OF THE PRIME MINISTER
CORPORATE PLAN
2026 - 2030