



Annual
2021
Report

MINISTRY OF THE
PRIME MINISTER



Providing leadership and direction for a
united, stable, sustainable, prosperous
and well-governed nation



GOVERNMENT
OF VANUATU





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Acknowledgment: Sincere gratitude is expressed to the Department heads and staff of the Ministry of the Prime Minister who had contributed to the production of this annual report.



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A stable, sustainable and prosperous Vanuatu

stable: Covers political, policy, programme and economic instability that have been viewed as major constraints that need to be addressed in order to deliver the aspirations articulated by the people of Vanuatu.

sustainable: Refers especially to ensuring resilience and the effective long-term management of our natural, financial and human resources.

prosperous: We want to improve the general wellbeing of our people, and ensure everyone has the opportunity to be well educated, healthy and wealthy.



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ACRONYMS

ACNU	Aid Coordination and Negotiation Unit
ADR	Annual Development Report
AMP & IS	Aid Management Policy Implementation Strategy
APMS	Aid Project Management System
APTC	Australia Pacific Training Coalition
AR	Annual Report
CAC	Central Agency Committee
CERTVU	Computer Emergency Response Team Vanuatu
COC	Citizenship Office and Commission
COM	Council of Ministers
CP	Corporate Plan
CRP	Comprehensive Reform Program
CSOs/NGOs	Civil Society Organizations/Non-Government Organizations
CSU	Corporate Service Unit
CTB	Central Tender Board
DCIO	Deputy Chief Information Officer
DCO	Development Committee of Officials
DFAT	Department of Foreign Affairs and Trade, Australia
DG	Director General
DLA	Department of Local Authority
DoFA	Department of Foreign Affairs
DoFT	Department of Finance and Treasury
DRCU	Disaster Recovery Coordination Unit
DSPPAC	Department of Strategic Policy, Planning and Aid Coordination
EA	Expenditure Analyst
EDF	European Development Fund
EO	Executive Officer
EU CSOTCF	European Union Civil Society Organization Technical Corporation Facility
GIP	Government Investment Program
GRT	Government Remuneration Tribunal
ICT/IT	Information Communication and Technology/Information Technology
LDC	Least Developed Country
LPO	Local Purchase Order
LRC	Legislative Review Committee
LSD	Language Services Department
M&E	Monitoring and Evaluation
MBC	Ministerial Budget Committee
MFAT	Ministry of Foreign Affairs and Trade, New Zealand
MFEM	Ministry of Finance and Economic Management
MoG	Machinery of Government

MPM	Ministry of the Prime Minister
NDRF	National Disaster Recovery Framework
NHRDP	National Human Resource Development Plan
NLC	National Language Coordinator
NPF	National Planning Framework
NPPs	New Policy Priorities/Proposals
NRC	National Recovery Committee
NRS	National Recovery Strategy
NSDP	National Sustainable Development Plan
OGCIO	Office of the Government Chief Information Officer
OPSC	Office of the Public Service Commission
PARBICA	Pacific Regional Branch of the International Council on Archives
PDNA	Post Disaster Needs Assessment
PLO	Principal Language Officer
PM	Prime Minister
PMA	Performance Management Assessment
PMR / WPDP	Performance Management Review/Work Performance and Development Plan
PSC	Public Service Commission
RFQ	Request For Quotation
RTI	Right to Information
SA	Sector Analyst
SLO	State Law Office
TA	Technical Advisor/Assistance
TRBR	Telecommunication and Radio Broadcasting Regulator
UN	United Nations
UNDP	United Nations Development Program
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
USP	University of the South Pacific
VBMS	Vanuatu Budget Management System
VCC	Vanuatu Christian Council
VIPAM	Vanuatu Institute of Public Administration and Management
VNLC	Vanuatu National Language Council
VNSC/S	Vanuatu National Security Council/Secretariat
VPMU	Vanuatu Project Management Unit

STATEMENT FROM THE PRIME MINISTER



I am delighted to introduce and submit, on behalf of the Ministry of the Prime Minister and its affiliated constitutional and statutory bodies, this Annual Report for the year 2021 which outlines our major achievements and challenges that the Ministry encountered in 2021. Despite the various challenges that the Ministry experienced, I am pleased to see great progress from each Department and Unit contributing to the overall objectives and goals of the Ministry.

2021 has been a challenging year for the Ministry of the Prime Minister and all Sectors in Vanuatu. Vanuatu's borders remained closed due to the global COVID-19 pandemic. This caused disruption to Departments and Agencies under the Ministry in implementing their 2021 planned activities, and on a large scale, the implementation of the Ministry's 2021 Business Plan.

These COVID-19 related events compelled the Vanuatu Government to adapt swiftly to the rapidly changing circumstance and shift its priorities to support the response efforts to the pandemic. In the face of the unprecedented national and global crises, we showed ourselves to be committed, resilient and flexible.

In March 2021 the Vanuatu National Security Council Secretariat's (VNSCS) organization structure was approved by Public Service Commission (PSC). In August 2021, the National Security Advisor was appointed by PSC. Appointments of the Vanuatu National Security Council (VNSC) followed suit, and

established through the National Security Act No.41 of 2019 under the leadership of the Prime Minister. The VNSC and its Secretariat were mandated to ensure “safety and security for all our people, through a national security system that anticipates threats, protects the nation, builds resilience, and shapes our environment in Vanuatu’s interest”.

The Language Service Department (LSD) continues to progress. In December 2021, LSD has launched its website and signed a partnership agreement with the Bible Society. The partnership agreement was made to enhance language development in Vanuatu through sharing of resources between the LSD and Bible Society. This was a promising indication of more developments to be achieved by LSD in times ahead.

The partnership between the Government and the Churches has been strengthened. On July 21st 2021, a Government and Church Partnership Program Agreement was signed between the Government represented by the Office of the Prime Minister and the Vanuatu Christian Council (VCC). This partnership agreement entails that Government provides funds in the form of grant to VCC, and VCC agrees to manage and disburse funds to churches and stakeholders. Following this partnership agreement, a twenty-five million vatu grant was paid by the Government through the Office of the Prime Minister to the VCC in August 2021. According to the partnership agreement, VCC will provide a progress and acquittal report on the usage of the grant. Based on VCC’s reporting, the Government through the Office of the Prime Minister will continue to provide assistance in the form of grants to VCC.

Development programs and projects managed by the Vanuatu Project Management Unit (VPMU), such as the

Lenakel and Litzlitz Wharf and Brenwe Hydro project, progressed well in 2021. In comparison, several other projects such as the South Paray Domestic Wharf and Hall of Justice, that were delayed due to unforeseen circumstances, began their implementation in 2021 under the management of the VPMU.

With the challenges encountered and achievements made in 2021, let us be reminded that our Graduation from an LDC to a Developing Country has brought us to a new level of development, and we should prepare ourselves for our next development stage.

Despite the challenges, the Government of Vanuatu is happy and proud of the achievements that all the men, women and children from Vanuatu, including our development partners, did over the last 41 years. The 41st Independence Anniversary was a momentous occasion for us in spite of the impacts of COVID-19 on the economic activities of the country.

I would like to acknowledge all staff of the Ministry for their tireless efforts and commitment in not only addressing the challenges, but also for the achievements made in 2021. Thank you for all your support and I encourage everyone to maintain the good team spirit and to continue to strive for excellence in all areas of engagement in the coming years.




Honourable Bob Loughman WEIBUR (MP)
Prime Minister
Republic of Vanuatu

STATEMENT FROM THE DIRECTOR GENERAL



I am pleased to forward to the Public Service Commission, on behalf of the Ministry of the Prime Minister and its affiliated constitutional and statutory bodies, this Annual Report for the year 2021 in accordance with the Public Service Act of 1998, as a legal requirement to inform the Government, the Parliament and the people of Vanuatu of the activities of the Ministry and what has been achieved over the past year. This annual report covers a short and concise synopsis of the activities and major achievements of the Ministry of the Prime Minister (MPM) and its respective Departments, Units and associated Agencies.

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

Steering and coordinating resources for whole of government delivery of goods and services while ensuring effective internal operations was a challenging task for all of us, the Heads of Agencies within MPM. As you all know, the compounded impacts of the COVID-19 pandemic caused significant hardship in nearly every aspect of our lives, and it continues to weigh heavily on our national economy, and ultimately on the government-wide performance. Some of the many effects, direct and indirect, on the public sector landscape can be found in this

report in terms of serving as a barrier to the implementation of our Ministry's corporate plan activities and Budget Narratives service targets.

However, these challenges have given us the opportunity to test our resilience, permitting us to rediscover ourselves as public officials and institutions, and how to better strengthen our preparedness, response, and recovery governance and systems in view of future threat and uncertainties. In spite of the challenges we encountered, this report presented a number of key selected achievements in 2021.

These achievements would not have been possible without all our unique contributions. I wish to commend the Prime Minister, Hon. Bob Loughman Weibur and his Political Advisors for not only their unconditional support in policy directions, and encouragement to the Office of the Director General and all departments in implementing the Ministry's Corporate Plan and its annual Business Plans in 2021, but also for the echelon of wisdom rendered towards navigating the challenges encountered, resulting in the achievements we have experienced to date.

I also wish to acknowledge the valuable contributions of all Directors, Heads of Units, Secretary Generals, senior and junior officers for their tireless efforts and commitment in implementing the Ministry's Corporate Plan and 2021 Business Plan. You have contributed in very unique ways in realising the implementation of the Corporate Plan and 2021 Business Plan, bringing about positive changes both at the ministry as well as at a national level.

It is also equally important to highlight the fact that few of the work/projects accomplished and started in 2021 has been due to the productive partnership and support from development partners such as the Government of Australia, New Zealand, China, United Nations agencies, and the

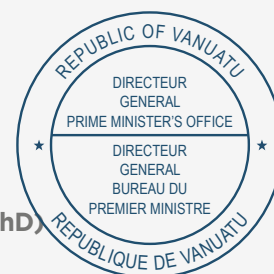
European Union. Their support various means of support, such as grant and aid in kind towards specific activities for the Ministry, have made overall implementation of our Corporate Plan priorities possible. The Ministry is hopeful for increased collaborations with all of its development partners in the coming years.

Moreover, I also wish to take this opportunity to acknowledge the invaluable contributions of all Directors, Heads of Units, Secretary Generals and senior officers involved in the final preparation and submission of their 2021 Annual Report inputs to my office for compilation into this Ministry Annual Report and submission to the relevant government institutions as required. Your efforts and commitments towards the Ministry's reporting is highly commended.

Because of the nature and the broad functions of the Ministry as coordinator of all government policy, planning and development assistance, including other constitutional responsibilities, the 2021 Annual Report will only provide a summary of activities undertaken. Therefore, I encourage the general public and Government Ministries to contact the Ministry of the Prime Minister if there is a need for additional information on specific areas.

I hope you will find this report informative and useful. It tells the story of our ambition to drive a high-performance culture, putting policy agenda setting and collaborative leadership at the heart of MPM, remaining true to our values and our purpose to ultimately deliver the People's Plan 2030.

Dr. Gregoire NIMBTIK (PhD)
Director General
Ministry of the Prime Minister





“

Let us be reminded that our Graduation from an LDC to a Developing Country has brought us to a new level of development, and we should prepare ourselves for our next development stage.

Corporate Overview

Chapter

01

STRUCTURE

The organizational structure of the Ministry of the Prime Minister shows active line communication between the Prime Minister and His Excellency, The President of the Republic of Vanuatu as well as to four (4) other high level government official bodies.

Under the Prime Minister is the Director General's Office, which includes the Corporate Service Unit and Vanuatu National Security Council Secretariat. The Director General's Office is responsible for

providing administrative and management support to the Prime Minister's Office and the Ministry of the Prime Minister at large. The Director General oversees the Ministry's five departments, each headed by a director or a secretary general.

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



Honourable Bob Loughman WEIBUR (MP)
Prime Minister
Republic of Vanuatu



Steward Garae
Director
Language Services Department



Dr. Gregoire NIMBTIK (PhD)
Director General
Ministry of the Prime Minister



Denny Virahake Gaua
Secretary General
Citizenship Commission



Jerryson Lapi
Director
Department of Strategic Policy
Planning and Aid Coordination



Esther Rory
Acting Secretary
Council of Ministers



Gerald Metsan
Director
Office of the Chief Government
Information Officer

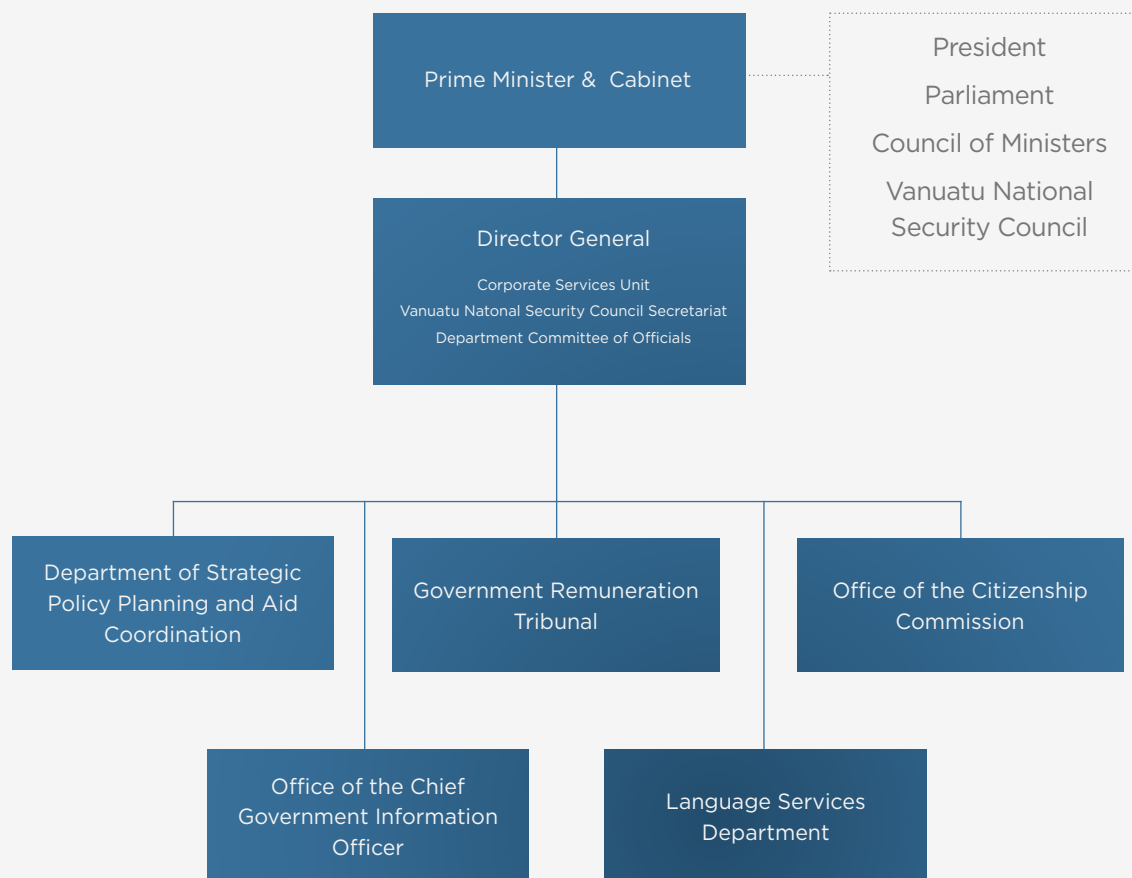


Roline Lesines Tekon
National Security Advisor
Vanuatu National Security Council
Secretariat



Jerry Tafan Niatu
Director
Government Remuneration
Tribunal

Figure 1: MPM Overall Organization Structure



In 2021, the Vanuatu National Security Council (VNSC) and its Secretariat were established within the Ministry of the Prime Minister. The VNSC Secretariat was established under the Ministry of Prime Minister to administer the National Security Act No. 41 of 2019, and the National Security Strategy. The VNSC

Secretariat consists of a VNSC Advisor, Analyst, and Administration Officer. The VNSC members are highly qualified Ministers and Individuals with experiences in national security matters, government ministers and are appointed by the Prime Minister.

WHO WE ARE

VISION

Our Vision is to provide leadership and direction for a united, stable, sustainable, prosperous and well-governed nation.

MISSION

Our Mission is to provide strong, accountable and transparent leadership in the government, to set and manage strategic directions, government policy, and resource allocation and to uphold the Constitution, the rule of law and good governance principles.



VALUES



Reliability

Performing reliably and consistently in the policy and planning advice provided, delivery of targets and professional relationships.



Punctuality

Ensuring timeliness of attendance and delivery of services and tasks is a critical part of the MPM workplace culture.



Transparency

Fostering effective communication, meetings, openness and honest decisions taken at all levels as a cornerstone of MPM's credibility.



Leadership

Promoting strong leadership for result and innovation and most importantly providing sound policy and planning advice to the Government.



Teamwork & Cooperation

Valuing team spirit and cooperation as foundation for success and therefore teamwork is encouraged in all aspect of MPM activities.



Effectiveness & Efficiency

Using policy and planning frameworks to demonstrate efficient responses to needs and effective results while managing budgets, risk and challenges in the work place environment.



Equity

Striving for equality and ensuring equity in all the administrative operations.



Responsiveness

Build a Ministry that is responsive to the needs of Vanuatu.



Respect

Respecting each other's rights and privileges to promote unity and team work.



Integrity

Ensuring a working environment that promotes networking, team spirit and sound relationships, honesty and strong moral principles.



Accountability

Delivering accountability, for the success and decisions of the Ministry while jointly celebrating successes and rewarding excellence.

PERFORMANCE AGAINST CORPORATE PLAN

STRATEGIC DIRECTIONS

The Ministry of the Prime Minister has five strategic directives outlined in its 2020 - 2022 corporate plan:

1

Promote **effectiveness and efficiency** of institutions for improvement of service delivery.

2

Set **policy & legislative directions** for the Government.

3

Build **institutional & human resource** capacity.

4

Progress **availability & accessibility** of information for all.

5

Provide and enable a framework for a **safe, secure, inclusive & equitable** Vanuatu.



STRATEGIC OBJECTIVES

The Ministry has ten strategic objectives outlined in its 2020 – 2022 corporate plan and are listed below:

- 1 To coordinate and support the **alignment and implementation** of government policies and programs with the National Sustainable Development Plan (NSDP).
- 2 To provide **administrative and management** support to the Ministry of the Prime Minister and Council of Ministers (COM).
- 3 To provide **strategic policy and planning** support to the Prime Minister, administrative support to the Central Agencies Committee (CAC), National Recovery Committee (NRC) and the Development Committee of Officials (DCO), policy advice and coordination to line ministries.
- 4 To monitor government policy and program implementation and evaluate impact of **policies and programs**.
- 5 To negotiate, coordinate and align **development partner resources** with government policy priorities.
- 6 To coordinate implementation of the right to **access information** for all and voluntary disclose of information by government agency or relevant private entity.
- 7 To provide language services to the Government and to raise awareness of the **use of official languages**.
- 8 To administer the Citizenship Act and provide **secretariat support to the Citizenship Commission**;
- 9 To provide policy advice and coordinate the implementation of the national **Information Communication Technology (ICT) policy**, and lead the Integrated Government Initiative;
- 10 To implement the Government Remuneration Tribunal (GRT) Act and provide **secretariat support to the GRT**.



SUMMARY OF 2021 PERFORMANCE AGAINST CORPORATE PLAN OBJECTIVES

Corporate Plan Objectives	2021 Performance Status
1 To coordinate and support the alignment and implementation of government policies and programs with the National Sustainable Development Plan (NSDP).	63%
2 To provide administrative and management support to the Ministry of the Prime Minister and Council of Ministers (COM).	85%
3 To provide strategic policy and planning support to the Prime Minister, administrative support to the Central Agencies Committee (CAC), National Recovery Committee (NRC) and the Development Committee of Officials (DCO), policy advice and coordination to line ministries.	68%
4 To monitor government policy and program implementation and evaluate impact of policies and programs	55%
5 To negotiate, coordinate and align development partner resources with government policy priorities.	80%
6 To coordinate implementation of the right to access information for all and voluntary disclose of information by government agency or relevant private entity.	60%
7 To provide language services to the Government and to raise awareness of the use of official languages.	56%
8 To administer the Citizenship Act and provide secretariat support to the Citizenship Commission.	62%
9 To provide policy advice and coordinate the implementation of the national Information Communication Technology (ICT) policy, and lead the Integrated Government Initiative	73%
10 To implement the Government Remuneration Tribunal (GRT) Act and provide secretariat support to the GRT.	67%

2021 KEY ACHIEVEMENTS AGAINST THE CORPORATE PLAN OBJECTIVES

In implementing its 2021 Business Plan, the Ministry of the Prime Minister has made headways towards achieving the key activities, outputs and ultimately the objectives outlined in its Corporate Plan 2020 – 2022. These key achievements are highlighted in table 1 below:

Output 1

To coordinate and support the alignment and implementation of government policies and programs with the National Sustainable Development Plan (NSDP)

Service Delivery	Challenges Encountered
Government policy priorities of 2022 were developed and approved by COM; and disseminated to line ministries for their reference & use in planning and budgeting for 2022	N/A
The Desk review on corporate plans for 13 Ministries completed and reported to COM - Desk Review Report submitted to COM. COM approved the report. COM Decision No:55/2021	Involvement of both MFEM & PSC is good, but at times delays are encountered due to busy work schedules



Output 2

To provide administrative and management support to the Ministry of the Prime Minister and Council of Ministers (COM)

Service Delivery	Challenges Encountered
PM and delegates official tour to Santo, Malekula & Tanna islands; and PM and delegates attend National ICT Day hosted in Luganville Santo	Last minute confirmation of PM's travelling
Recruitment processes for EO, Executive Secretary to DG, MPM Compound Security Officer, & 2 SA positions completed; staff welfare effectively managed (allowances paid & leaves taken); accommodate students undertaking internship & cadetship; management of ongoing recruitment processes & HR issues.	Lengthy bureaucratic processes, and at times delay from panellists Delay in feedback from PSC
Effective & timely coordination and facilitation of PM's official tours / visits and attendance to national events; and effectively / transparently / accountably managing MPM 2021 recurrent (operations & payroll) and development budget with reports & updates provided to Hon. PM, DG, Directors & Heads.	Last minute confirmation of PM's travelling, and Budget expended on unplanned items / activities
Total of 37 COM Meetings held, with 1 COM Meeting held in Tanna and 1 at Saratamata Ambae; and COM Decisions circulated to Ministers and DGs for implementation at line ministry levels	N/A
4 MPM management meetings held and minutes circulated to management team for action	Busy schedules

Output 3

To provide strategic policy and planning support to the Prime Minister, administrative support to the Central Agencies Committee (CAC), National Recovery Committee (NRC) and the Development Committee of Officials (DCO), policy advice and coordination to line ministries

Service Delivery	Challenges Encountered
22 MPM COM papers submitted to both DCO and COM Meetings. All were approved by COM and implementation of the COM Decisions are underway and still ongoing	N/A

37+ DCO meetings conducted, with 1 DCO meeting held in Isangel - Tanna, & 1 at Saratamata, Ambae and deliberated mostly on development projects and institutional changes to foster economic & social developments in the country. NRC and Tamtam Bubble Committee held to hear/discuss progress on disaster recovery projects, and tourism recovery initiatives respectively.

COVID-19 pandemic has resulted in slow progress in implementation of development projects (e.g., Tamtam Bubble, ...)

Working in collaboration with line ministries to align ministry corporate plans with NSD

Busy work schedules

CP Desk Review - report produced and presented and approved by COM. NSDP First 5 Review 2016-2020 Plan approved by NSDP Advisory Committee (NAC) in May 2021 with fieldwork for Review tools commencing end of July and expected to be completed by mid-August.

Continuous support provided by Sector Analysts to sectors in relation to planning and budgeting for next year (2022).

Competing work priorities and busy work schedules

Output 4

To monitor government policy and program implementation and evaluate impact of policies and programs

Service Delivery	Challenges Encountered
M&E Unit continue to work with the Policy and Planning Unit to carry forward this work through the NSDP Alignment Phase 3 activities and as per COM decision regarding the OPSC Planning and Reporting Guidelines and 2021 being slated as a "transition year", we continue to advise ministries on these activities so they can review their CPs and ensure they are appropriately using the new templates including the M&E components	Busy work schedules and competing priorities
Sub national Plan (SMART) indicators aligned to NSDP - Work has been completed on PENAMA Provincial Plan by May 2021. M&E Unit is a member of a technical working group with DLA and DoFT, and there are plans to look at structures and 5 more provincial plans work underway for the rest of 2021.	Competing priorities and capacity to undertake task

Output 5

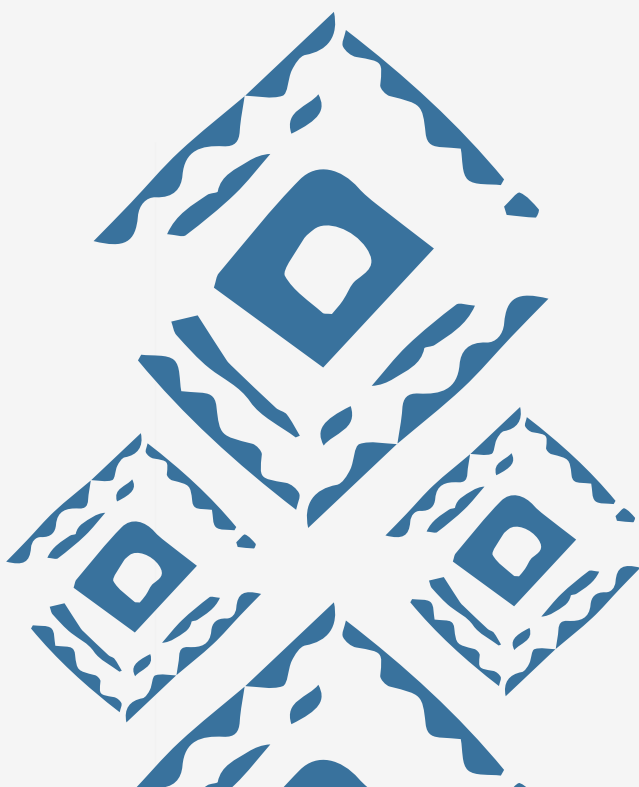
To negotiate, coordinate and align development partner resources with government policy priorities

Service Delivery	Challenges Encountered
One Awareness meeting held for project officers and finance/admin officers. Held on April 28 2021	None
One Technical Development Cooperation Partnership Meeting (TDCPM)	Competing priorities on both the Government and Development partners caused delays
Ten bilateral conversations with individual Countries and organizations	None
Civil Society Organizations meeting held	None
The EDF VaVaC Programme's Program Administration Task Force (PATF) and the Program Implementation Task Force (PITF) were to have meetings; 4 PITF meetings were convened. However, there were no PATF meetings convened. The first Steering Committee meeting was held in Feb and attended virtually by EU Delegation	The competing priorities of DGs who sit on the PATF made it difficult to hold meetings. The Team Leader of the VaVaC Programme was also on extended leave for family emergencies.

Output 6

To coordinate implementation of the right to access information for all and voluntary disclose of information by government agency or relevant private entity

Service Delivery	Challenges Encountered
<p>The RTI Unit conducted an RTI Workshop in June for Officers from the Ministries of Finance, Health, Justice, and Internal Affairs.</p>	<p>Staff shortfall and the need to recruit an RTI Education Officer</p>
<p>Guide has been disseminated via the RTI Unit website: https://rti.gov.vu/images/docs/guidelines/proactive-publication-guide.pdf</p>	<p>Need for more awareness on RTI Guideline and RTI Act</p>
<p>The Guide was also delivered to Officers from the Ministries of Health, Justice, Internal Affairs, Finance at the RTI Workshop held in June</p>	
<p>Educational materials for RTI are developed and are available on the website including on the RTI Unit Facebook Page www.facebook.com/raetblongsave</p>	
<p>The Right To Information Unit has engaged with civil society; a workshop for KOBLE, and NGO based in Port Vila, and collaborative community awareness activities with Transparency Vanuatu on the islands of Paama, Ambrym, Aniwa and Futuna in the last 6 months</p>	<p>Need to upscale community awareness to other islands of Vanuatu</p>



Output 7

To provide language services to the Government and to raise awareness of the use of official languages

Service Delivery	Challenges Encountered
Translation, into the required official languages, of COM decisions and papers, vacancies, directives and instructions, speeches, plans and policies, reports, notices and memos, budget narratives, media releases, letters and newsletters, forms, questionnaires, surveys, studies, educational and awareness materials, etc. + COVID-19 related documents	Heavy workload and staff shortfall, coupled with delayed recruitment processes resulting in delayed translation of documents COVID-19 restriction is not facilitating the movement of officers to schools and communities
Translation, into the required official languages, of acts amendments, bills of Parliament, regulations, orders, etc. + COVID-19 related legal documents	
Partnership agreement between LSD and Bible Society made in early December, 2021 – to enhance language developments in Vanuatu	
LSD website developed and launched in mid-December, 2021 – paving the way forward for an LSD database to be build in accordance with RTI Act	

Output 8

To administer the Citizenship Act and provide secretariat support to the Citizenship Commission

Service Delivery	Challenges Encountered
Administration of the citizenship applications and awards to regional and international applicants in an effective manner	There was a slight delay in recruiting the SG Citizenship
Effective coordination and facilitation of Citizenship Commission meetings	N/A

Output 9

To provide policy advice and coordinate the implementation of the national Information Communication Technology (ICT) policy, and lead the Integrated Government Initiative

Service Delivery	Challenges Encountered
Hosting of the National ICT Day in Luganville, Santo	N/A
Continuous maintenance and upgrade of Government ICT infrastructure, network services and database systems	N/A

Output 10

To implement the Government Remuneration Tribunal (GRT) Act and provide secretariat support to the GRT

Service Delivery	Challenges Encountered
Administration of the Government Remuneration Tribunal Act; and Review and remunerate government ministries and urgencies' organization structures	Heavy workload and limited staff
Effective coordination and facilitation of GRT Board meetings	Limited & crowded office space



PERFORMANCE AGAINST BUDGET NARRATIVE

This section outlines the Ministry's performance against the outputs (or service targets) of its 2021 Budget Narrative and Business Plans.

It employs the below colour codes to indicate the status of progress for each activity item within the 2021 Budget Narrative and Business Plans.

● Completed	100%
● Partially Completed	71 - 99%
● Partially Completed	50 - 70%
● Started but not completed	1 - 49%
● Not carried out	0%

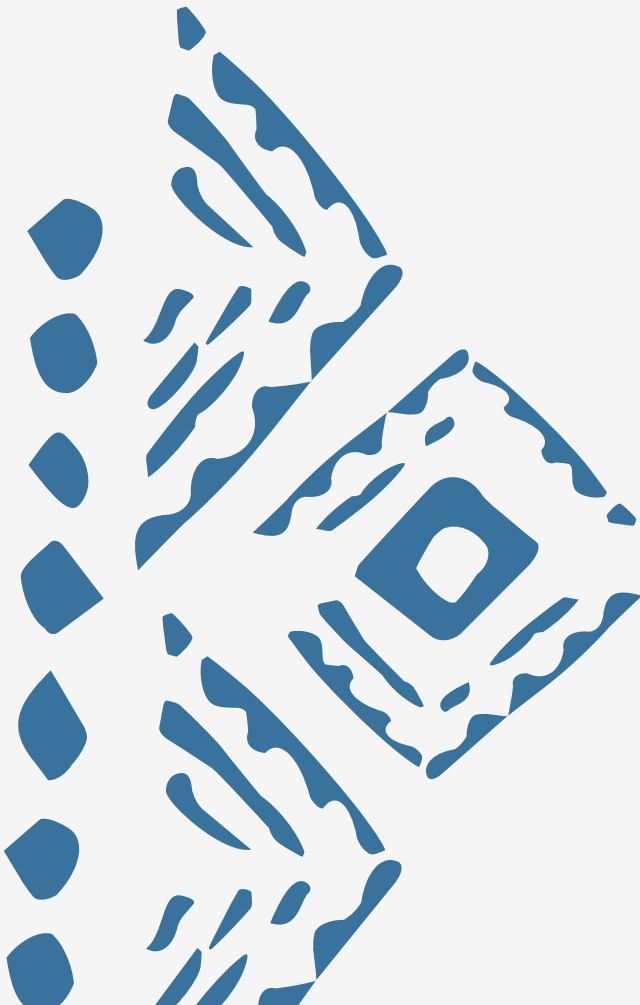


Table 1: Office of the Prime Minister | 2021 Activities ACTIVITY MPAA

Program / Performance Measure	Output	Target	Progress and Achievements Made	Status End 2021	Challenge(s)	Comments
Meetings of the Council of Ministers	No of meetings per year	48	33 ordinary and 4 urgent COM Meetings held in 2021, resulting in 372 COM Decisions made in 2021.	●	N/A	At times, pre-scheduled COM Meetings are delayed, or even postponed due to emerging urgent matters at ministry levels
Observe the provisions of the Public Finance and Economic Management Act.	Percentage compliance	100%	Ongoing and completed for 2021 financial year	●	N/A	Strengthen measures to managing funds under MPAA
Number of meetings & dialogue (via emails)	No of meeting / Dialogue (via emails)	3-5	More than 5 meetings & dialogue held in 2021	●	N/A	Meeting records must be recorded
Provide regular briefing to Prime Minister on socio-economic & political development; Number of meeting Briefs.	Number of meeting Briefs	3	A lot (more than 3) of briefings were made to the PM by PMO staff on urgent matters for Government	●	N/A	Briefings & meeting notes must be recorded and filed
Develop strategies to maintain political stability Integrity Bill to be drafted and consultation held	Consultation organized	1	Ongoing and completed for 2021 Activity has been delayed	●	N/A Political sensitivity	Reshuffling of government ministers; More time needed to carefully draft the bill
Organize meetings, travels, and visits of Prime Minister; Number of meetings, travels and Visits made by the Prime Minister	Percentage of total of travelling arrangement on time	100%	More than 5 official travels were coordinated and facilitated at the national level (in-country official tours & visits) <ul style="list-style-type: none"> • Santo: 2 official tours • Malekula: 1 official tour • Ambae: 1 official tour • Tanna: 3 official tours • Tafea Outer Islands: 1 official visit 	●	Bad weather conditions - planned official tours postponed or delayed	Official tours/visits rescheduled
Staff monthly meetings	No of Meeting minutes per year	10	7 staff meetings were held and staff of the Office of the Prime Minister delivered actions items raised	●	Unavailability of staff - quorum not met for a meeting to be held	A meeting schedule to be developed and send to all staff in advance.

Table 2: CSU | 2021 Activities

ACTIVITY MPBA








Program / Performance Measure	Output	Target	Progress and Achievements Made	Status End 2021	Challenge(s)	Comments
Number of quarterly briefings made to the Prime Minister on monthly budgetary status of the Ministry	Number of meeting Briefs	3	<ul style="list-style-type: none"> More than 3 briefs on the Cabinet & overall MPM budget status were provided by DG to the Prime Minister in 2021 4 briefs on MPM budget were made to MPM Management Team during the 4 MPM management meeting held in 2021 		NA	Regular briefs on Cabinet budget are needed in the future.
Number of meetings Chaired by DG MPM of the Development Committee of Officials (DCO)	No of Minutes per year	48	37 DCO meetings held and chaired by DG between the months of Jan - Dec 2021; and minutes were circulated to all members.		Completing priorities	Reschedule tasks / meetings accordingly
An effective performance management system is developed and implemented	Number of performance management systems implemented	10	<ul style="list-style-type: none"> Monthly MPM management meetings were held - total of 6 held and minutes & action items circulated and implemented. Coordination of the finance, admin and asset management committee - total of 4 meetings held and the following actions being implemented: 		<ul style="list-style-type: none"> Competing priorities & unavailability of MPM Management Team Members Competing priorities Delay from MPM Heads 	<ul style="list-style-type: none"> Reschedule MPM Management Meetings to suitable dates/time Proactive planning needed; and reschedule meetings to suitable dates/time Proactive collaboration with MPM Heads
Annual report of the Ministry's main activities is compiled and submitted to PSC by March annually for presentation April Parliament sitting	Report produced	1	2020 annual report for the MPM printed (English version) by Sun Production Ltd. on 24/06/2021; Copies were dispatched on 02/07/2021 to PSC, office of the Clerk of Parliament, National Library, & all 12 ministries.		Delay from MPM Heads to provide timely inputs	Proactive planning & collaboration with MPM Heads needs to be strengthened
Number of meetings held with other Ministries and other central agencies (CAC)	Number of meetings held as & when needed	4	<p>DG MPM is Chairman to the following committees that has</p> <ul style="list-style-type: none"> DCO - 37 meeting held Tamtam Bubble Committee National Recovery Committee 		No proper record and reporting of meetings chaired by DG	Strengthened facilitation processes of meetings in order to have records for reporting

Number of briefings held with the Prime Minister on administrative and policy matters when convenient	As needed	3	<p>There were more than 3 administrative and policy briefs made by the DG to the Hon. Prime Minister in 2021.</p> <ul style="list-style-type: none"> Bills to be tabled in parliament MPM 2021 Business Plan & 2020 Annual Report Independence Ball related tasks of 2021 	<p>●</p> <p>No proper recordings of DG's briefing with PM</p>	Briefings with PM must be recorded for accurate reporting in future
Provide policy advice to the Prime Minister, Central Agencies, DCO and COM	No of minutes per year	100	<p>Policy advice were provided to the Prime Minister in the following areas:</p> <ul style="list-style-type: none"> Government policy priorities of 2021 COM papers for PM to table during COM Chairing the DCO, Tamtam Bubble and NRC 	<p>●</p> <p>No proper recordings of Policy briefing with PM</p>	Briefings with PM must be recorded for accurate reporting in future
Number of quarterly assessment of staff performance	Number of assessments per quarter	3	All sections of PMR (or WPDP) for CSU staff completed and submitted to PSC for review.	<p>●</p> <p>NA</p>	Continuous reminders to staff to complete PMR on time
Staff monthly meetings	No. of Meeting minutes per year	10	6 CSU meetings held and minutes & action items circulated to staff for implementation; and progress were reported.	<p>●</p> <p>Competing priorities</p>	Meeting schedule developed & circulated to staff in advance



Table 3: DSPPAC | Policy Unit 2021 Activities

ACTIVITY MCBA

Output	Target	Progress and Achievements Made	Status End 2021	Challenge(s)	Comments
To coordinate and support the alignment and implementation of government policies and programs with the NSDP (Planning & Policy Coordination)					
No of review and finalization of NPF	1	The review of the NPF is yet to be carried due to NSDP review which scheduled to be carried out in the third to four quarter of the year. This review includes the NPF component.		NA	Regular briefs on Cabinet budget are needed in the future.
No of National High Level Planning meeting before MBC	1	Couple meetings organized with PSC and Local Authorities on alignment especially on Corporate Plans and Sub-national Government structures and planning on November – December DSPPAC will undertake another round of review on Corporate Plans of every Ministries		Competing priorities for staff and sectors	Rescheduled review meetings with respective sectors
No. of National Summit held	1	Preparatory work/planning commenced for this planning Summit to be held in September this year 2022 but now it seems to be impossible due to Covid-19 community transmission.		No funding available for the summit	Ongoing discussions held with development partners to provide funding support
No of Sector Trainings	3	GIP and budget training were undertaken as planned Still in discussion with VNSO		NA	Trainings were planned to be held Q1 of 2021
No of line Ministries undergone Desk review for NSDP alignment	13	Desk Review Report submitted to COM. COM approved the report. COM Decision No:55/2021. DSPPAC undertook another round of consultation with all Ministries on challenges identified in the desk review report. Ministries were to address the challenges identified in their 2022 -2025 corporate plans. NSDP mid- term review – desk review now being undertaken before the actual review of NSDP		Most Ministries have not submitted their corporate plans for further assessment by DSPPAC to complete the alignment at corporate plan level.	Continuous collaborations with ministries to ensure completion of their corporate plan reviews
No of Sector reporting received	4	The quarterly report yet to be collated once training workshop are conducted by TA. Annual Reporting Timetable has been issued to line ministries, but most ministries have not been complying.		Most of the Ministries have not sent in their quarterly report	Continuous collaborations with ministries in regards to development of progress reports
No of Business Plans (BP) reviewed	TBD	This priority is yet to be carried out once the corporate plans are reviewed to be well aligned to NSDP.		Assessments on Corporate plans are yet be completed as mentioned above to affect these priorities	Task delayed and awaiting completion of corporate plan review

No of Corporate Plans (CP) reviewed	13	The Desk review on corporate plans for 13 Ministries completed and reported to COM		N/A	Next step involved review and alignment of corporate plans with NSDP
No of consultations reg. NHRDP	1	National Coordinator of the NHRDP has not been recruited after GRT got back to VQA about the salary scale. APTC has already agreed to pay for this position.		Delayed recruitment of National Coordinator NHRDP due to funding constraints	Negotiations with development partners (ie., APTC) to fund the position
No of consultation on NDRF	1	Review of the NDRF outline re-commenced towards end of April 2021. Subsequent internal reviews led to a revised version as of mid-May 2021. The second draft of the document has been internally circulated within PMO/DSPPAC for comments and focused discussions which took place from mid to end July 2021. Wider circulation of the document to external stakeholders is now in progress with feedback being collated		Delayed recruitment of Head of DRCU and Principal DRC Officer	Both Head of DRCU and Principal Officer were recruited in Q4 of 2021. The NDRF is still in its consultation process.
No of policy doc. Of transition to recovery	1	NDRF has been developed in draft yet to be finalized later in 2022		Delayed recruitment of Head of DRCU and Principal DRC Officer	NDRF has been developed in draft yet to be finalized later this year 2022
No of provincial visit	6	<ul style="list-style-type: none"> PSC, DSPPAC and MFEM are still working on the sub-national structures as recommended by the NSDP Alignment phase Once the structures are adjusted and approved by PSC then alignment phase 3 will start. 		Delay in the approval of structures by PSC	A draft structure has been shared with PSC for comments and inputs
No of Recovery projects approved	TBD	<ul style="list-style-type: none"> Policy Analysts has conducted consultations with sectors Fundings have been sourced for most of the projects 		COVID-19 pandemic slows down processes from securing funds to implementation of projects	Collaborate with sectors to ensure progress are reported
GIP Appraisal					
No of GIPs approved/rejected	24	A number of GIP submissions were assessed and submitted to donor for funding		Lack of funding coupled with COVID-19 pandemic	Continuous collaborations and negotiation with development partners
No of meetings with sectors reg. LDC smooth transition strategy 2019	TBD	It is anticipated that this will be carried out ostensibly with the alignment on corporate plan resubmission towards as per NSDP alignment process		N/A	This will be assessed to see if sector have captured the strategies in their corporate plans.

No of GIPs approved/ rejected	24	A number of GIP submissions were assessed and submitted to donor for funding	Lack of funding coupled with COVID-19 pandemic	Continuous collaborations and negotiation with development partners
No of meetings with sectors reg. LDC smooth transition strategy 2019	TBD	It is anticipated that this will be carried out ostensibly with the alignment on corporate plan resubmission towards as per NSDP alignment process	N/A	This will be assessed to see if sector have captured the strategies in their corporate plans.
To provide strategic policy and planning support to the PM, Ministries, CAC, DCO & NRC (Policy Coordination)				
No of policy paper submitted to COM for reviewing DCO/COM process/guidelines	1	Drafting instruction for the amendment of the Government Act has been sent to SLO this 19th August 2021. The Government Act once it is amended will address and strengthened the DCO and COM process	Competing priorities and likelihood of delay from SLO	Reprioritise tasks.
No of DCO Meetings held	28	There were 37 DCO meetings that were coordinated and organize by the DSPAC	N/A	Proper records of the number of DCO meetings are needed
No of COM Policy papers analysed before DCO & COM	36	The review of the policy papers will be undertaken once the Government Act amendment is passed by Parliament this year	Completing priorities	Proactive and realistic planning of tasks
Issues Briefing & Policy Research				
No of policy brief on national issues to DCO/COM	8	Two Advisory notes being prepared for PM on Scholarship and NCDs. These advisory notes were submitted to PM.	A significant challenge was the Government court case - resulted in delayed policy briefs to PM	Most of the ministries have not submitted their quarterly report to be analysed by Analysts except the Ministry of Agriculture.
No of analysis report on Ministries QR/AR	8	One half year report is drafted for Agriculture sector and other sector's reports are yet to be collated	Majority of ministries did not submit their half year reports	Work closely with sectors to address issues related to development of progress reports
Support Machinery of Government Review				
No of bill/report for Government Act review & MOG Phase II	2	The drafting instruction for the amendment of the Government Act was draft and sent to SLO on August	Completing priorities	Proactive and realistic planning of tasks

Commitment to Budget Process

No of Budget Policy Priorities Doc. Endorsed by COM	1	The Budget policy priorities had been drafted and approved by COM. The budget policy priorities were used to guide the budget process for 2022	●	N/A	Worked with sectors during the 2022 planning and budget processes
No of NPPs appraised for MBC	TBD	DSPAC worked with Ministries on the NPPs for 2022 before submission the system but was not allow by Finance for some reasons to be involved in the analysis on the NPPs	●	Delay and last-minute submissions of NPPs by sectors	These have been competed
No of Ministries Budget Narrative are reviewed	13	The business plans and budget narratives will be reviewed once the corporate plans alignment completed at the end of this year.	●	Not yet completed due daft corporate plans of 13 Ministries have not been submitted to DSPAC.	Work closely with ministries to complete their corporate plans
No of meetings with DoFT	4	Met once on the stimulus package discussion.	●	Competing priorities	Proactive scheduling of meetings

Specific-Sector Commitments

No of Sector Meetings attended	TBD	Principal Policy Analysts have been involved in their sectoral meetings and have contributed immensely on addressing issues at the sectoral level, planning, policy priorities and budget processes	N/A	N/A	This has continued throughout last year-2021 – it is a recurring task for Policy Analysts
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Table 4: DSPPAC | M&E Unit 2021 Activities

ACTIVITY MCBA

Output	Target	Progress and Achievements Made	Status End 2021	Challenge(s)	Comments
Implement MEP					
Evaluation	1	Guidelines for Evaluations in draft format and now using Guideline principles for the NSDP Review to further refine		Competing priorities and the Unit's capacity to undertake multiple tasks	Proactive and realistic planning is needed to ensure planned activities are successfully implemented
Policy Audit Guidelines in place	1	Guidelines for Policy Audit complete and awaiting further inputs		same as above	same as above
2021 budget for M&E caters for the activity areas	Amount	NPP for M&E Unit program support for these activities submitted to MBC 2021 for consideration (VT5 million) GfG grant allocation to M&E Unit for 2021 planned activities secured		same as above	same as above
No. of reports submitted on time	4	Ongoing as per OPSC Planning and Reporting Guidelines deadlines		same as above	same as above
Strengthen M&E systems					
No. of legislations aligned	5	This activity is being coordinated by the Policy and Planning Unit within DSPPAC with inputs on M&E functions to be included in Government Act review		N/A	Work closely with the Policy and Planning Unit in implementing this activity
M&E Capacity Support to Unit and M&E Focal Points					
Consultant on board	Contract date	This activity is underway with procurement documentation currently being finalised with CTB before RFQ can be put to tender to procure a consultant to carry out the training needs assessment and desktop review on tools for quarter 4 of 2021		Prolonged processes of tender; and competing priorities	Work closely with CTB in ensuring tendering processes met and recruitment of consultant is realized
Training plan completed	1	same as above		same as above	same as above
No. of trainings	2	same as above		same as above	same as above

M&E reports

ADR	1	Due to COVID delays in 2020, the first 5-year NSDP Review commenced in February 2021 and as the result, we have pushed back the reports as per previous activity above (M&E Capacity Support to Unit and M&E Focal Points).	●	COVID-19 pandemic and competing priorities	Activity was rescheduled and has been progressing well. The first Headline report for the NSDP Review report to be completed by end of Quarter 1 2022 which includes ADR 2020 and ADR 2021 information in the analysis
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Policy Audit Report	1	same as above	●	same as above	same as above
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Evaluation Report	1	same as above	●	same as above	same as above
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NSDP Review Year


No. of outputs met under Review Plan	3	<ul style="list-style-type: none"> NSDP First 5 Review 2016-2020 Plan approved by NSDP Advisory Committee (NAC) in May 2021 with fieldwork for Review tools commencing end of July and expected to be completed by mid-August. 4 reports will be completed with the first 2 completed by end of first quarter 2022 with final report 3 due by end of quarter 2 2022 	●	Competing priorities could have been a major challenge	Reprioritize activities. Activity progressing well and final reports expected in Q2 of 2022
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Annual Public Policy Forum

No. of public policy forums held annually	1	Currently M&E Unit is working on the NSDP Review activities which we expect to feed into this National Planning Summit. The dates for the forum have not yet been determined by the DG of PMO but it is anticipated to be held in 2022	●	Competing priorities and limited capacity of unit	Reprioritize activities. Plan for activities based on reality and capacity of the unit
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M&E Unit HR Management

No. of Appraisals completed on time	3	Appraisals for quarter 1, 2, and 3 2021 completed	●	Lack of funding support, and delay in recruitment of M&E Officer	Collaborate with EA to develop an NPP for the vacant position; and/or find alternative way(s) to fund the vacant position (e.g., seek development partner support; reallocate recurrent budget)
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Level of staff changes to Unit	Contract start date	1 new position as per approved structure not yet filled. M&E Unit submitted an NPP for 2022 to increase operations budget to incorporate this increase of staff and activities costs, but it was rejected by MBC 2021	same as above	same as above
Annual Development Report (ADR) completed				
No. of reports produced	1	Due to 2021 first 5 Year NSDP Review commencement we have pushed back the reports as per previous activity above (M&E Capacity Support to Unit and M&E Focal Points). We expect the NSDP Review report to be completed by second quarter 2022 and ADR 2020 and 2021 results are incorporated into the findings of the first 5 Year NSDP Review		Competing priorities and limited capacity of unit Plan realistically based on capacity of the unit
SMART indicators in Corporate Plans aligned to NSDP				
No. of CP	13	M&E Unit continue to work with the Policy and Planning Unit to carry forward this work through the NSDP Alignment Phase 3 activities and as per COM decision regarding the OPSC Planning and Reporting Guidelines.		Competing priorities Collaborations with Policy and Planning Unit to deliver this activity. 2021 being slated as a "transition year", we continue to advise ministries on these activities so they can review their CPs and ensure they are appropriately using the new templates including the M&E components.
Appropriate technology for M&E system established				
No. of ToRs produced	2	M&E Unit is currently looking at sourcing donor partnership support for this activity and is currently working with UNDP and UNESCAP on how this can be implemented through a phased approach. We have provided a ToR and guidance on preferred candidates to carry out this important activity.		Competing priorities Continuous collaborations and negotiations with UNDP and UNESCAP for support
Sub national Plan (SMART) indicators aligned to NSDP				
No. of Provincial CPs	5	Work has been completed on PENAMA Provincial Plan by May 2021. M&E Unit is a member of a technical working group with DLA and DoFT, and there are plans to look at structures and 5 more provincial plans work underway for the rest of 2021		Competing priorities and limited capacity of unit Plan realistically based on capacity of the unit
No. of AC Plans	62	same as above	same as above	same as above

Evaluation Guidelines			
No. of Guidelines produced	1	Guidelines are in final draft stage and awaiting inputs from the capacity building component, and will draw on lessons from this first NSDP Review	<p>●</p> <p>Delayed inputs from those responsible</p> <p>Work closely with those responsible to ensure timely feedback and inputs</p>
NSDP Review			
No. of Concept Notes produced	1	NSDP First 5 Review 2016-2020 Plan approved by NSDP Advisory Committee (NAC) in May 2021 with fieldwork for Review tools commencing end of July and expected to be completed by mid-August	<p>●</p> <p>Competing priorities</p> <p>Activity to continue in first half of 2022</p>
No. of Review ToRs produced	1	4 reports will be completed with the first 2 completed by end of first quarter 2022 with final report 3 due by end of quarter 2 2022	<p>●</p> <p>same as above</p> <p>same as above</p>
No. of Review Plans produced	1	-	<p>●</p> <p>same as above</p> <p>same as above</p>
Evaluation Exercise			
No. of policy evaluation plans	1	NSDP Review Plan completed and now being utilised for this activity	<p>●</p> <p>Competing priorities</p> <p>Proactive and realistic planning is needed. Activity will continue in 2022.</p>
No. of evaluation tools	TBD	3 tools have been developed for the Review purposes	<p>●</p> <p>same as above</p> <p>same as above</p>
No. of policy evaluation exercises conducted	1	NSDP Review currently underway	<p>●</p> <p>same as above</p> <p>same as above</p>
No. of reports produced	1	4 reports will be completed with the first 2 completed by end of first quarter 2022 with final report 3 due by end of quarter 2 2022	<p>●</p> <p>same as above</p> <p>same as above</p>
Policy Audit Guidelines			
No. of Guidelines produced	1	Guidelines completed and now awaiting inputs from the capacity building component, and will draw on lessons from this first NSDP Review	<p>●</p> <p>Delayed inputs from those responsible</p> <p>Work closely with those responsible to ensure timely feedback and inputs</p>
Policy Audit Exercise			
No. of policy audit plans	1	Currently due to the NSDP Review process, this activity has been pushed back and will commence concurrently with the capacity building component, and will draw on lessons from this first NSDP Review	<p>●</p> <p>Competing priorities and limited capacity of unit</p> <p>Proactive and realistic planning is needed.</p>
No. of policy audit tools	1	same as above	<p>●</p> <p>same as above</p> <p>same as above</p>

No. of policy evaluation exercises conducted	1	same as above	same as above	same as above
No. of reports produced	1	same as above	same as above	same as above
M&E Communications				
No. of activities carried out annually	12	Report finalised for January-December 2021 M&E programs including: NSDP Review updates, M&E Unit's involvement in trainings, presentations, and advocacy activities and the DSPAC website, NSDP Baseline Survey reports, Compass Ap, Facebook, Twitter, and YouTube pages	Competing priorities could have been a major challenge	Proactive and realistic planning is needed in the future.
M&E communications report produced	1	same as above	same as above	same as above



Table 5: DSPAC | Aid Coordination Unit 2021 Activities ACTIVITY MCBA

Output	Target	Progress and Achievements Made	Status End 2021	Challenge(s)	Comments
Number of meetings held with resident development partners					
Number of bilateral meetings with bilateral and multilateral partners (with notes)	6 bilateral meetings 4 multilateral meetings	<ul style="list-style-type: none"> 6 bilateral meetings completed Tuesday 22- Friday 26 March DoFA's Development Cooperation Division representatives attended all meetings 4 multilateral meetings completed Sector-level consultations with MFAT in preparation for Statement of Outcomes: held on 3 Nov Sector-level consultations with DFAT in preparation for Statement of Partnership: held on 19 October 	●	N/A	Recurring activity on annual bases
Number of Technical Development Cooperation Partnership Meeting (TDCPM) with development partners (with minutes)	X2	One Technical Development Cooperation Partnership Meeting (TDCPM) held March 4th 2021	●	Competing priorities	Reprioritize activities and plan realistically
Awareness meeting for AMP with key government stakeholders including development partners and Civil Society Organizations (CSO)	X2	<ul style="list-style-type: none"> One Awareness meeting held for project officers and finance/admin officers. Held on April 28 2021 UNDP- Annual Programme Review (APR)- 17.3.21 Chinese Priority Projects- 23.3.21 DFAT Recovery Team- 7.4.21 MFAT TC-H support meeting- 14.4.21 	●	N/A	Activity to continue in 2022

All budgets and development projects appraised in time for MBC consideration

Budget book inclusive of donor figures	1	Request for information from donors for Supplementary appropriation: Templates prepared and circulated 6-7 April 2021 MBC for Supplementary budget (Virtual with MBC members and DoFT) - 21.4.21 Request for information from donors for Annual appropriation: Templates prepared and circulated June 2 2021 MBC attended 15-20 July 2021 Final presentation at MBC Wrap-up: 9-12 August 2021 Worked with FMIS team to finalize development partners' figures for budget book. Attended National Parliament during presentation of the Annual Appropriation Bill	●	N/A	Recurring activity on annual bases
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High Level consultations between Vanuatu and individual development partners successfully convened

Organize annual donor round table meeting with development partners	X1	Donor- Roundtable meeting held on September 8 2021	●	N/A	Donor-Roundtable meetings are recurring and will continue in the coming years
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Funding for 70% of MBC approved projects and projects secured

Percentage of projects and programs with funding secured	5% of unfunded project proposals (GIPs) (inclusive of Recovery activities)	Unfunded projects list sent to Development Cooperation Division at the DoFA; monthly once updated July: Japan: 4 projects of interest- Construction of New double Classroom at Manua Primary School - VT 13,650,000 Latun Kindy - VT 4,000,000 Suango Mele Secondary School Project - VT 9,300,000 Santo Water Project - VT 14,280,142 September: GIP- Strengthening Gender and Protection Cluster Operating Mechanism; forwarded to MFAT after consultation Unfunded Projects List circulated to DPs at the Roundtable meeting; Presentation delivered on that topic. November: Consultation with Foreign Affairs on best way forward for the unfunded projects with non-traditional partners	●	COVID-19 pandemic could have been the main challenge in hindering access to funding support from development partners	Recurring activity
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Number of briefings provided to the DG as and when required

Number of briefings provided	4	<p>Verbal briefings:</p> <ul style="list-style-type: none"> -TC Harold Prioritization- Jan 2021(w/DRU) -EDF programme updates- Jan 2021 -VaVaC updates- Feb 2021 -Appropriation requirements- March 2021 -China projects prioritization- March 2021 -DFAT DFA- June 2021 - Unfunded projects/non-traditional partners briefing (October 2021) <p>Email updates: Monthly progress provided on EDF TCF programmes (Via email; July to December)</p>	<p>Competing priorities and busy schedules of the DG</p>	<p>Recurring activity</p>
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Effective and efficient coordination between development partners and the Government of Vanuatu is provided

Number of reports on donor programs provided to the Government of Vanuatu as and when required	2	<p>Information is compiled per event, in preparation for reporting. Half Yearly Reports are compiled by Ministries and sent to the DSPPAC.</p> <p>Once Ministries have completed their Half-Yearly Reports, the data within them pertaining to donor project will then be compiled into the six-monthly Ministerial brief.</p>	<p>Not all ministries submitted their half year reports of 2021</p>	<p>Policy Analysts need to ensure Ministries develop and submit their half year reports</p>
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The EDF Program is managed efficiently and effectively

<ul style="list-style-type: none"> Number of PATF & PITF meetings Disbursement requests Number of VaVaC steering committee meetings 	<ul style="list-style-type: none"> Both to convene at least once a month (PITF can be up to twice a month); Disbursement requests issued on time (3) x 2 	<ul style="list-style-type: none"> There have been four PITF meetings in 2021 and no PATF meetings. 2021 third tranche disbursement request delivered on 11th June 2021 with the required documentation. The first Steering Committee meeting was held on 4th February 2021 attended virtually by the EUD and subsequent minutes agreed by all parties. 	<p>The delay in the PATF meetings has been due to the extended leave of the TL and will resume upon his return.</p>	<p>Continuous collaborations with EU representatives to ensure requirements of EDF are met</p>
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<ul style="list-style-type: none"> Number of CSO grants awarded under the EDF-Technical Cooperation Facility Number of TAs recruited Procurement documents for the Aid Project Management System (APMS) completed 	<ul style="list-style-type: none"> x 2 x 2 Contract awarded to successful tender 	<ul style="list-style-type: none"> Programme Estimate- effective as of 01st of August 2021 EU CSOTCF Grant – The Vanuatu call for proposals “Strengthening the role of civil society in promoting food security and economic empowerment of women in Vanuatu” was published on the EU dedicated website on 28th of August 2021 Vanuatu Call for proposal opened- 30 August. Concept notes deadline: October 11 Project Officers (2)- JDs approved by EU Sept 2021. Readvertisement of positions in January 2022 	<ul style="list-style-type: none"> APMS- begins once project officers (TA) brought onboard 	<ul style="list-style-type: none"> Delay in processes to recruit Project Officers 	<ul style="list-style-type: none"> Activity rolled over to 2022, and Drafts (1st and 2nd) produced and circulated Jan 2022
Awareness on updated Vanuatu Aid Management Policy and Strategy					
Updated Aid Management Policy and Strategy	revised AMP & AMPIS	ToR developed	RFQ and EoI disseminated 24.7.21. Due date for all on 9.8.21. 90-day contract and should be completed in November 2021	N/A	Activity rolled over to 2022, and Drafts (1st and 2nd) produced and circulated Jan 2022
Number and types of comprehensive awareness materials regarding project procedures	1 x Newspaper article, social media post, & pamphlet	16-23.12.21- Development Partner consultations	RFQ Notice disseminated July 23rd-. Closing date- 9 August Contract with Consultant signed- 21 October Consultations: DSPPAC 6.12.21.	Pending completion of the AMP&IS review and update	Activity rolled over to 2022
The Vanuatu APMS is designed and procured					
Technical specialist recruited	1 TA	Activity still pending. Delays are due to pending approval of supporting documentation that will allow for the activity to take place.		Delays are due to pending approval of supporting documentation that will allow for the activity to take place	Activity moved to Q2 2022
Functional specification developed	Document finalized	Activity moved to Q2 2022			
Procurement process initiated	Compile relevant documents for procurement				

A fully equipped unit that is capable to coordinate and support the implementation of the AMP

Aid Coordination and Negotiation Unit is fully staffed with human resources and infrastructure

- Recruitment of Principal Aid Coord. Bilateral
- Recruit Senior Database Administrator
- Cadet engaged to carry out several functions of Database officer
- Recruitment of Principal Aid Coord. Bilateral
- NPP developed for both Snr Database Admin. and Database Officer. Presented for approval at MBC (July 2021)
- Principal Aid Coordinator (Bilateral)- Advertised two times.

Lack of funds for recruitment

- NPP to be re-submitted for 2022 Supplementary Appropriation
- Re-advertisement of Principal post in early 2022

Training needs identified (to build staff capacity)

- Training needs assessment report is completed.
- Training plan developed

Training needs identified and agreed to by Unit members (Feb 2021) Protocol Training arranged with VIPAM And DoFA Protocol and Consular Division- completed 26.08.21

N/A

Similar trainings may be organized in 2022

Training needs identified (to build staff capacity)

- 1. 2 x Six months Performance Appraisals for each staff submitted to PSC
- Training plan developed

PMA forms with annual workplans completed and submitted to Director and HRM, Feb.2021.

- Mid-year PMAs completed July 2021
- Section C: completed and submitted 17/12.21

N/A

Recurring tasks for managers

Table 6: DSPPAC | Right To Information Unit 2021 Activities

ACTIVITY MCBA

Program / Performance Measure	Output	Target	Progress and Achievements Made	Status End 2021	Challenge(s)	Comments
Increase Government Proactive Publication	Number of publications by Government agencies	3 Provinces	<ul style="list-style-type: none"> Guide has been disseminated via the RTI Unit website: https://rti.gov.vu/images/docs/guidelines/proactive-publication-guide.pdf The Guide was also delivered to Officers from the Ministries of Health, Justice, Internal Affairs, Finance at the RTI Workshop held in June. The Circular will be circulated in March 2022 	●	NA	Proactive Publications training will be delivered in 2022 with support from UNDP. Collection of data to report on proactive publication by government agencies will be done in 2022 after all trainings are carried out.
Increase Public Awareness on the RTI Act	Number of public awareness conducted	50	<ul style="list-style-type: none"> The RTI Unit website and social media are updated monthly. Educational materials for RTI are developed and are available on the website including on the RTI Unit Facebook Page www.facebook.com/raetblongsave Engagements are ongoing with the media to promote awareness on the RTI, mostly as news reports on radio and the newspaper. There have also been 7 Radio Shows that we conducted at VBTC. The Right To Information Unit has engaged with various civil society organizations in 2021 RTI Unit conducted more than 50 community awareness sessions in Ambae and Santo 	●	Delay in recruitment of RTI Education Officer	Work closely with relevant OPSC Officers to ensure swift recruitment of RTI Education Officer in 2022
Advise Government on legislative and policy framework to facilitate RTI.	Number of advices	2	<ul style="list-style-type: none"> No advices made. No consultations made. No recommendations made. 	●	Competing priorities, workload and limited capacity of RTI Unit	Recruit RTI Education Officer and the need to restructure RTI Unit

Increase improved records management system for public bodies.	Number of agencies with improved records management systems	3 Provinces	<ul style="list-style-type: none"> This activity will be carried out in March 2022 Payment of PARBICA membership was completed in March 	<ul style="list-style-type: none"> Competing priorities N/A 	<ul style="list-style-type: none"> This activity will be carried out in March & April 2022 maximise use of PARBICA
An established structure that facilitates RTI Implementation.	Number of RTI positions formalized	3	<ul style="list-style-type: none"> No recruitment made RTI Unit Manager has been in contact with the Ministry of Justice regarding the establishment of the Office of the Information Commissioner. RTI Manager needs to follow up on this 	Budget / financial constraints	Work closely with relevant OPSC Officers to ensure swift approval of RTI restructure and recruitment of RTI Officer(s) in 2022
Increase RTI Trainings for Public Officials	Number of trainings	3	<ul style="list-style-type: none"> VIPAM has taken onboard RTI Session in their In-Service training programs for Public Servants. RTI Unit has delivered 1 RTI session at the In-Service Training for Officers from the Ministry of Justice & Community Services. The RTI Unit conducted an RTI Workshop in June for Officers from the Ministries of Finance, Health, Justice, and Internal Affairs. Report available on https://rti.govvu/images/docs/Reports/2021-activity-reports/rti-workshop-report.pdf 	N/A and completed for 2021	Replicate and run similar RTI trainings with other government line ministries
Monitor overall progress of RTI implementation	Number of regular monthly reports	13 Ministries	<ul style="list-style-type: none"> No reports were received in 2021. Due to no reports received from 13 Ministries no report could be made to report to DSPPAC, RTISC 	No reports submitted from line ministries. To be carried out in December 2021	Need to establish RTI Focal Points in other ministries for ease of RTI reporting requirements
Establish RTI Monitoring and Tracking system	RTI Monitoring and Tracking System established	1	<ul style="list-style-type: none"> The RTI Tracking system is being developed to suit the RTI Unit needs by Bewsys. Bewsys has run through the system with the RTI Unit team RTI Unit team have undergone training on the use and management of the RTI tracking system Bewsys is waiting for OGCI0 to create a domain name (www.raetblongsave.govvu) for the tracking system 	Delay from OGCI0 to create domain name for RTI tracking system	Work closely with OGCI0 to ensure the domain name is created in 2022.

Table 7: DSPAC | Disaster Recovery Coordination Unit 2021 Activities








ACTIVITY MCBA

Program / Performance Measure	Output	Target	Progress and Achievements Made	Status End 2021	Challenge(s)	Comments
NRC Secretariat support (Management - Effective mplementation of the disaster recovery programmes)	No of NRC meetings held and minutes documented	6	8 NRC meetings in total held in 2021 were convened and minutes documented	●	Completed for 2021	Recurring activity and will continue in 2022
PDNA Lessons Learned	PDNA Lesson Learnt Workshop report completed	100%	The Lessons Learnt Workshop and report were completed including the development of a list of way forward actions	●	Completed for 2021	Next steps involve incorporation of way forward actions in DRCU plans for im-plementation
National Disaster Recovery Framework	COM paper submission and endorsement	100%	<ul style="list-style-type: none"> Draft finalized subsequent to comments/feedback received from stakeholders in October. COM paper submitted and endorsed by DCO in early December 2021. Currently awaiting official COM decision prior to its' publication 	●	Delay in recruitment of Head of DRCU and Prin-cipal DRC Officer	Sourcebook work has been put on hold and will be progressed early 2022 in conjunc-tion with the Disaster Recovery Bill activi-ty/consultations
Recovery Unit structure	No. of Unit Head contract signed	1	Recovery Unit Head was recruited and commenced on the 3rd November	●	Delayed recruitment processes	Need for improved & transparent recruit-ment processes



Table 8: LSD 2021 Activities

ACTIVITY MPCA

Output	Target	Progress and Achievements Made	Status End 2021	Challenge(s)	Comments
Promote effectiveness and efficiency of institutions for improvement of service delivery					
Provision of quality general translation services in the required official languages, including also the translation of COVID-19 related documents.	20,000 words per translator per quarter (At least 1,000 words per translator per day)	Though it is an on-going activity, Achieved		Completed for 2021 An ongoing challenge is workload vs number of staff	Recurring and/or ongoing activity. Need to secure budget for vacant positions and recruit qualified persons to boost productivity of LSD
Provision of quality legal translation services in the required official languages, including also the translation of COVID-19 related legal documents.	20,000 words per translator per quarter (At least 1,000 words per translator per day)	Though it is an on-going activity, 80% achievements		Completed for 2021 An ongoing challenge is workload vs number of staff	Ongoing activity Need to secure budget for vacant positions and recruit qualified persons to boost productivity of LSD
Recruitment of interpreters and provision of interpretation services in courts or elsewhere.	3 interpreters 5 interpretation services per quarter	Recruitment of interpreters not achieved		Lack of budget for vacant positions	Need to secure budget for vacant positions and recruit qualified persons to boost productivity of LSD
Recruitment of a Reviser and revision or proofreading of documents translated by the LSD officers.	1 Reviser 10 documents revised per quarter	Recruitment of Reviser not achieved		Lack of budget for vacant positions	Need to secure budget for vacant positions and recruit qualified persons to boost productivity of LSD
Development of the Department's 2022 Business Plan.	1 plan	Achieved		Completed in 2021	Implementation and reporting of progress made
Business Plan of 2022 presented to LSD staff.	1 presentation	Achieved		Completed in 2021	Implementation and reporting of progress made
Budget efficiently used and financial reports provided.	4 reports	Achieved		Completed for 2021	Ongoing activity

Supplementary Budget Proposal for 2022 submitted to Finance Department.	1 proposal	Achieved	Completed in 2021	Resubmission of supplementary budget proposal (if not approved by MBC)
LSD Budget of 2022 prepared and presented to MBC.	1 budget	Achieved	Completed in 2021	Annual activity
Prioritized equipment purchased.	1 shredder machine; 2 dictionaries; 96 meters of cable protection; 40 pcs of plywood; 20 pcs of timber (5/5x6m); 4kg of nails and screws	Achieved	Completed in 2021	Good maintenance of equipment
Library better arranged and set up in new space.	1	In progress	Competing priorities and workload	Activity to be continued in 2022
G3T2 in good condition and managed as per PSC fleet Policy.	1	Achieved	Completed for 2021	Ongoing activity
Partnership with Malvatumauri, Cultural Centre, training institutions, etc.	2 or 3 part-nership agreements	Achieved (Partnership signed, not with Malvatumauri but Bible Society instead)	Completed in 2021	Next steps involve implementation of the partnership agreement
Yearly report, in form of PA tracking, submitted to PSC and DG PMO.	1 report	Achieved	Completed for 2021	Recurring activity
Set policy and legislative directions for the Government				
Drafting instructions document submitted to SLO	1	Achieved	N/A	Awaiting Language Bill drafting by SLO
Policies presented to MPs	1	Not done (Induction did not happen)	MPs' induction did not happen in 2021	Find alternative ways to present policies to MPs (e.g., one-on-one presentation; or-ganize event for MPs)
COM Paper document approved for Language Act Bill to be presented to Parliament	1	Not achieved (Language Act Bill still in drafting progress)	Language Act Bill still in drafting progress	Work closely with SLO to ensure Language Bill drafting is completed in a timely manner.

Build institutional & human resource capacity

Recruitment to fill vacant positions in the new structure	2	Partly achieved	●	Financial constraints	Apply for extra budget support through NPPs and supplementary budget submissions, & consider seeking support from development partners
Renewal of temporary officers' contracts	Contracts for renewed.	Achieved	●	Completed for 2021	Recurring activity
Interns placed where necessary	2	Achieved	●	Completed for 2021	Recurring activity
1 In-service training undertaken by technical staff	At least 1-2 in-service trainings	Achieved	●	Completed for 2021	Recurring activity to improve staff performance
Training undertaken in training institutions or VIPAM according to LSD needs	1 or 2	Not done (No officer indicated for short training)	●	No officer indicated for short training	Recurring activity and can be undertaken in 2022
Recruitment of VNLC Coordinator	1	Not done	●	Budget / financial constraints	Apply for extra budget support through NPPs and supplementary budget submissions, & consider seeking support from development partners
Establishment of the VNLC Secretariat	1	Not achieved (Depending on the recruitment of VNLC Coordinator)	●	Budget / financial constraints	Awaiting recruitment of VNLC Coordinator
Individual work plans for the current year and PMS Reports appraising accordingly	12 staff concerned	Achieved	●	Completed for 2021	Recurring activity
Leaves maintained within the required maximum days.	12 staff concerned	Achieved	●	Completed for 2021	Ongoing activity
Improvement of succession plan	1	Achieved	●	Completed	Implement succession planning in 2022

Progress availability and accessibility of information for all.

Creation of Website and Database as per the RTI Act	1 Website 1 Database	Achieved	●	Slight delay, but completed	Need to maintain and update website
Website & Database operational	1 Website 1 Database	Achieved (Database development in progress)	●	Delay in the approval of contract leading to de-lay of works on data-base development	Need to maintain and update website
Creation of Terminology Bank.	1 Terminology Bank	Not yet done (Depending on database completion)	●	Depending on database completion	Once developed, training for staff to utilize & maintain da-tabase
Technical and specific terms entered into the terminology bank.	20 technical terms per technical staff per quarter	In progress	●	Depending on database completion	Once developed, training for staff to utilize & maintain da-tabase
Aware-ness under-taken in schools & communities.	2 provinces visited	Achieved	●	Completed for 2021	Similar activity planned for 2022

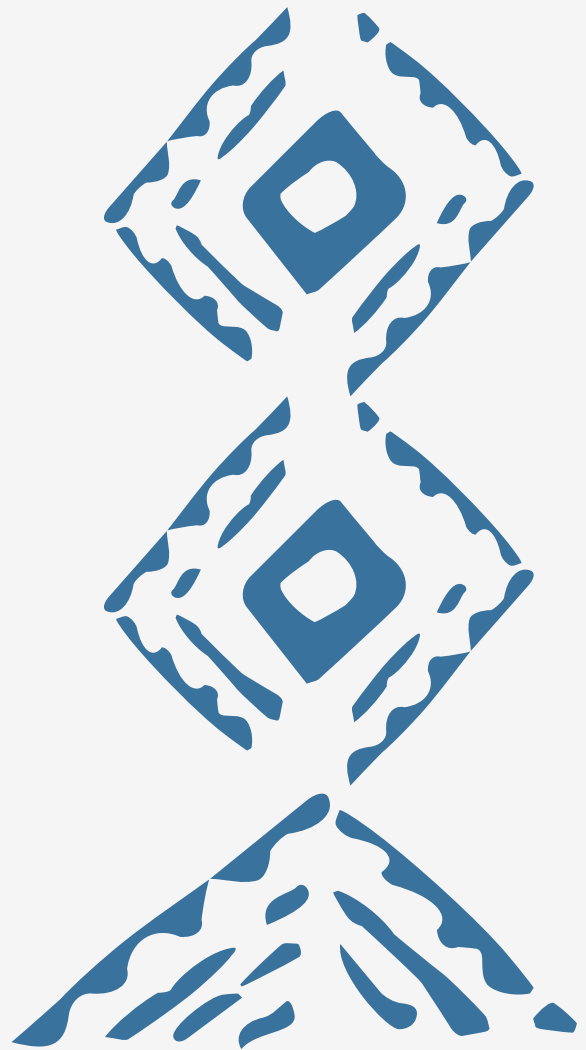


Table 9: OGCIO | 2021 Activities

ACTIVITY MPEA

Program / Performance Measure	Output	Target	Progress and Achievements Made	Status End 2021	Challenge(s)	Comments
Implement proper filing mechanism and storage	Administrative best practice	-	100 %	●	N/A	Recurring task
Introduce a purchase requisition form	Better and Transparent Budget management	-	50 %	●	Competing priorities	Proactive planning and activity to be con-tinued in 2022
Produce monthly budget report	Better and transparent budget management	-	100 %	●	Complete	Complete
Propose a proper mechanism to monthly follow-up on OGCIO outstanding from suppliers	Better and transparent budget management	-	100%	●	Complete	Complete
Clock-in system	Administrative best practice	-	42%	●	Competing priorities	Proactive planning and collaborations with line ministries
OGCIO mails	Administrative best practice	-	70%	●	Competing priorities	Activity to be completed in 2022
Office supplies	Administrative best practice	-	100 %	●	Completed	Completed
Executive meetings	Administrative best practice	-	70%	●	Busy work schedules	Proactive meeting schedules
Bandwidth manager / Traf-fic Shaper	Improve quality of service for internet access, core network and clients' (Govt, USP, VBTC...) internet ac-cess	-	100%	●	Completed for 2021	Recurring activity
Datacentre fire suppression system	Reduce fire risk inside data-centre	-	40%	●	Limited budget support	Collaborate and nego-tiate with ICT development partners for support
Bras sites redundancy	Downtimes reduced	-	100%	●	Completed for 2021	Recurring activity
PDU – power at Datacentre	Improved power management at datacentre	-	100%	●	Completed for 2021	Recurring activity

Wireless links optimization	Improved quality of wireless links	-	20%	●	Competing priorities and limited budget support	Collaborate and nego-tiate with ICT development partners for support
Video conference	Improved con-ferencing facilities	-	80%	●	Limited budget support	Collaborate and nego-tiate with ICT development partners for support
VoIP - Office lines redundancy	Second office lines connect-ed & im-proved re-dundancy; & reduced call charges	-	100%	●	Completed for 2021	Recurring activity
National emergency radio network	Improved emergency radio network	-	100%	●	Completed for 2021	Recurring activity
Management of .govvu	Improved govvu ser- vices	-	100%	●	Completed for 2021	Recurring activity
Migrate SITA Server onto new Nexus	Improved systems	-	100%	●	Completed for 2021	Recurring activity
Teleworking	Improved systems	-	90%	●	Completed for 2021	Recurring activity
Systems upgrade	Systems updated to be compatible; have security batching, & updated software version	-	Upgrade of servers from windows server 2008 to windows server 2019 as the new standard operating environment (SOE) - 90%	●	Completed for 2021	Recurring activity
same as above	same as above	-	Install new storage system to increase storage capacity - 60%	●	Limited budget support	Collaborate and nego-tiate with ICT development partners for support
same as above	same as above	-	Upgrade citrix farm to latest version for Telework - 100%	●	Completed for 2021	Recurring activity
same as above	same as above	-	Create new web server for hosting edu.vu domains - 100%	●	Completed for 2021	Recurring activity
same as above	same as above	-	Procure at least two (2) more new servers for hosting as part of hardware upgrades - 80%	●	Completed for 2021	Recurring activity

same as above	same as above	-	Email system upgraded <ul style="list-style-type: none"> Upgrade servers to new SOE Migrate mailboxes to new environment Allow for departmental subdomain for email address - 5%		Competing priorities	Reprioritize activities as well as proactive and realistic planning
Applications development	Innovative ICT Systems	-	<ul style="list-style-type: none"> 100% Awareness to HR and IT personnel on new systems - 100% 		Completed for 2021	Recurring activity
Security hardening	Standard compliance in place	-	Implement long term security measures as recommended by Trend Report - 100%		Completed for 2021	Recurring activity
same as above	ICT security compliance and awareness	-	Review security policy handbook Add more policies & ensure their implementation - 0%		Competing priorities	Reprioritize activities as well as proactive and realistic planning
Awareness – Security Policy Handbook	ICT security compliance and awareness	-	Joint efforts with CERTVU and Policy to conduct user awareness sessions on the Security Policy Handbook and enforce it - 50%		Competing priorities	Reprioritize activities as well as proactive and realistic planning
Whole-of-Government Department Support	Innovative ICT System	-	Technical support in the areas of apps and website design & development; maintenance, update and support - 100%		Completed for 2021	Recurring activity
same as above	same as above	-	Technical assistance provided to Contractors - 100%		Completed for 2021	Recurring activity
Capacity Building	Up skilling of staff	-	Undertake certificate in Cyber Security at USP – 100%		Completed for 2021	Recurring activity
same as above	same as above	-	Vendor specific trainings to keep up with technology <ul style="list-style-type: none"> VMWare Windows server 2019 Exchange 2019 – 0% 		Competing priorities	Reprioritize activities as well as proactive and realistic planning

Safety of all equipment inside datacenters & sub-datacenters including provincial headquarters	High quality, reliable & secure Government Broadband & ICT applications services infrastructure	-	Removal of all faulty & old batteries from datacenters, sub-datacenters for equipment safety & staff – 80%	Completed for 2021	Recurring activity
Transmission staff trainings requirements	OGCIO staff capacity buildin	-	<p>Cabium radio training</p> <ul style="list-style-type: none"> • Power DC/AC trainings • UPS trainings • Microwave trainings • Civil engineering tower training • Management training – 10% 	Competing priorities	Reprioritize activities as well as proactive and realistic planning
Update fiber network documentation	High quality, reliable & secure Government Broadband & ICT applications services infrastructure	-	Conduct fiber audit in Lakatoro / Ambae / Santo – 0%	Competing priorities	Reprioritize activities as well as proactive and realistic planning
Maintenance of all tower sites and other facilities	-	-	Quarterly routine inspection & maintenance to tower structures, fencing & shelter roofs to ensure all are in good working conditions – 100%	Completed for 2021	Recurring activity
Required quarterly ser-vices maintenance by con-tractors	-	-	Quarterly maintenance of all air conditioners unit for all datacenters & sub-datacenter (Port Vila & provinces) – 100%	Completed for 2021	Recurring activity
Required quarterly ser-vices maintenance	-	-	Maintain all standby backup generators for all tower sites in good working conditions, including data centers – 80%	Completed for 2021	Recurring activity
Monitoring & maintenance of all fiber optic cable net-work	-	-	Repair damaged fiber cable – 100%	Completed for 2021	Recurring activity

Quarterly sites inspections & maintenance	-	-	Maintain all UPS power for all datacenter in good operational status – 100%	Completed for 2021	Recurring activity
New air conditioners unit by maintenance contractor to replace faulty air condition units	-	-	Purchase & install new air conditioners for Sola datacenter to replace faulty ones – 100%	Completed for 2021	Recurring activity
Improve cooling systems in main datacenter – Meteo & SITA	-	-	Conduct colling audit to datacenters to improve cooling air flow to equipment inside the racks – 100%	Completed for 2021	Recurring activity
Improve reliable AC power supply to equipment in-side datacenters	-	-	Conduct power audit to datacenters to improve reliable power supply, including reducing of power consumption in datacenters – 50%	Completing priorities	To be continued in 2022
Security IP camera for 8 tower sites	-	-	Install IP security camera for online monitoring of tower access & ground maintenance – 0%	Lack of funding support and competing priorities	Collaborate and negotiate with ICT development partners for support; plan realistically based on staffing capacity and available budget/funds



Vanuatu National Cyber Security Strategy	Policy updated	-	Update policy to meet current situation of cyber security re-lated activities in Vanuatu - 100%	Completed	Mass awareness of updated policy to be the next step.
TRBR Act amendment	TRBR Act amendment	-	Liaise with TRBR for the amendment of the TRBR Act - 100%	Completed	Completed
National ICT Policy	Policy updated	-	Update policy to meet current situation of ICT in Vanuatu - 65%	Competing priorities and workload	Proactive and realistic planning of activities. To be continued in 2022
Universal Access Policy	Policy re-viewed & updated	-	Update policy to meet current situation of ICT in Vanuatu - 60%	Competing priorities and workload	Proactive and realistic planning of activities. To be continued in 2022
Cyber Security Policy	-	-	Update policy to meet current situation of ICT in Vanuatu - 65%	Competing priorities and workload	Proactive and realistic planning of activities. To be continued in 2022
Nationwide collaborative maintenance of a sustainable, affordable quality and reliable internet connectivity nationwide	National Infrastructure Sharing Policy	-	Establish a policy to provide guidance in terms of telecom infrastructure targeting the rural & remotest sites of Vanuatu - 0%	Competing priorities and workload	Proactive and realistic planning of activities. To be continued in 2022
Meet the Vanuatu NSDP goals	National Digital Governance Strategy and Roadmap	-	Establishment of the Strategy and Roadmap that will pro-vide guidance to Digital Gov-ernment for Vanuatu - 48%	Competing priorities and workload	Proactive and realistic planning of activities. To be continued in 2022
same as above	e-Government Strategy & Sector ICT Action Plans	-	Implementation of e-Government Services - 45%	Competing priorities and workload	Proactive and realistic planning of activities. To be continued in 2022
same as above	National Emergency Telecommuni-cation Cluster	-	Finalize the National Emergency Telecommunication Plan and strengthen the co-ordination of ICT/Telecom response to disaster - 85%	Competing priorities and workload	Proactive and realistic planning of activities. To be continued in 2022

same as above	NIDC & TAG	-	Revive National ICT Development Committee and Technical Advisory Group meetings - 75%	●	Competing priorities and workload	Proactive and realistic planning of activities. To be continued in 2022
Annual event to commemorate the WTISD 2021	Showcase Vanuatu ICT sector to the world and learn from other ICT Advanced Leading Peers & Experts globally	-	Hosting of Pacific ICT Days 2021 - 100%	●	Completed	Learn from past experiences and improve on future programs of Pacific ICT Days
Hosting of APT PRFP-13 2020	-	-	14th APT Policy & Regulation Forum for Pacific 2021 to be hosted by Vanuatu - 100%	●	Completed	Prepare to host re-regional & international ICT events
Policy capacity building and staffing	Capacity building and training for maximizing output in performance	-	Trainings: <ul style="list-style-type: none"> Preparation of international conferences ICT policy & regulation design and development Strategic planning Monitoring & evaluation ICT and Diplomacy Telecommunication ABC Economics of submarine cable Financial modelling - 100% 	●	Completed for 2021	Recurring activity
International collaboration and partnership	Building strategic collaborations, partnerships and allies	-	International collaboration with UN Agencies, CTO, APT, PITA, and Donor partners - 100%	●	Completed for 2021	Recurring activity
Meet the Vanuatu NSDP goals	Data Protection and Privacy Bill	-	Public consultations, drafting of legislation - 45%	●	Competing priorities and workload	Proactive and realistic planning of activities. To be continued in 2022
same as above	Harmful Online Digital Content Bill	-	Public consultations, drafting of legislation - 45%	●	Competing priorities and workload	Proactive and realistic planning of activities. To be continued in 2022
same as above	Digital Television Policy	-	Public consultations, drafting of legislation - 5%	●	Competing priorities and workload	Proactive and realistic planning of activities. To be continued in 2022
same as above	Domestic Submarine Cable Act	-	Public consultations, drafting of legislation - 50%	●	Competing priorities and workload	Proactive and realistic planning of activities. To be continued in 2022

Change OGCI0 to DoCDT	Update office in regulation to meet current situation and demand of ICT in Vanuatu, to proactively and effectively deliver government services to the citizens of Vanuatu	-	Rename the entity "Office of the Government Chief Information Officer – OGCI0" to a Government Department with the name "Department of Communication and Digital Transformation (DoCDT)" – 40%	●	Competing priorities and workload	Proactive and realistic planning of activities. To be continued in 2022
High quality helpdesk service	High quality, reliable and secure government broadband & ICT applications & services infrastructure with cyber security incorporated	-	Research on technologies and build capacity to improve quality of technical support service with a reduction in turnaround time – 90%	●	Competing priorities and workload	Proactive and realistic planning of activities. To be continued in 2022
Continue with rollout of Windows 10 upgrade / new installation for 600+ devices	All 600+ machines upgraded to windows 10	-	Pay for AD Manager License in order to monitor and see how to upgrade or disconnect old windows machine – 90%	●	Competing priorities and workload	Proactive and realistic planning of activities. To be continued in 2022
Active Directory audit and clean up	An active directory for issues concerning older computers posing security threats to network	-	Tidy up active directory and release all inactive computers from active directory – 85%	●	Competing priorities and workload	Proactive and realistic planning of activities. To be continued in 2022
To strengthen the helpdesk workforce and build a better moral for staff concern	Build the qualification & knowledge base for all helpdesk staff	-	Intense training on Cisco / CompTIA and/or windows certified – 75%	●	Competing priorities and workload	Proactive and realistic planning of activities. To be continued in 2022
Provincial helpdesk section upgrade of capacity building	To better maintain efficient service for all offices	-	Upgrade all OGCI0 provincial branch to best standard – 75%	●	Competing priorities and workload	Proactive and realistic planning of activities. To be continued in 2022

National Cyber Security Strategy Implementation	Implementation Matrix for the Vanuatu national cyber security strategy developed to ensure all key priorities of the NCSS is achieved within	<ul style="list-style-type: none"> • Cyber security communication strategy • Implementation matrix for the strategy • Multi-stakeholder collaboration on cyber security framework - 100% 	Completed for 2021	Recurring activity
Implementation matrix for the strategy	Yearly work plan developed to achieve the six NCSS key priorities	Develop and expand on the six National Cyber Security Strategy priorities into yearly action plans - 100%	Completed for 2021	Recurring activity
Multi-stakeholder collaboration on cyber security framework	Ongoing efforts with our cyber security partners	Oversee development and implementation of cyber security framework and operations as specified in the NCSS - 100%	Completed for 2021	Recurring activity
Development of a CERT Communication Plan (CCS)	Effective / secure communication channels provided between CERTVU and national partners to mitigate risk within Vanuatu	<ul style="list-style-type: none"> • Establish cyber security communications point-of-contact in various organizations • Develop a national cyber security communications plan working group • Develop CSCP execution procedure • Use of cryptographic techniques such as Pretty Good Privacy (PGP) or Privacy Enhanced Mail (PEM) • Execute a CCS Readiness and Preparedness Test • Link our CSS with Natural Disaster Emergency Response Cluster Group - 100% 	Completed for 2021	Recurring activity

SIEM setup (part of SIM3 requirement)	Effective management of the cyber security incident report to CERTVU	-	Implement a Security Incident Event Management System for CERTVU and the MIS team – 50%	●	Competing priorities and workload, and limited budget support	Proactive and realistic planning of activities. To be continued in 2022.
International collaboration	Key priority 5 of the national cyber security strategy is addressed	-	<p>Collaboration with international partners and agencies to address cyber security within Vanuatu and region</p> <ul style="list-style-type: none"> • PaCSON • ITU • APNIC • Trustwave Australia; and many more – 100% 	●	Completed for 2021	Recurring activity
CERT Vanuatu operations	CERTVU day to day operations provided to its constitu-ents	-	<ul style="list-style-type: none"> • Manage CERTVU network / systems • Expand and improve CERT Vanuatu Incident Response and management services to constituents • Proactive services <ul style="list-style-type: none"> • Information provision • Security tools • Education and Training • Product evaluation • Site security auditing and consultation • Pen-testing <p>Vulnerability assessment auditing - 100%</p>	●	Completed for 2021	Recurring activity

Cyber security & cybercrime awareness program	Cyber security awareness and best practices are provided to all our constituents	-	<ul style="list-style-type: none"> Cyber security awareness to all 6 provinces and different communities <ul style="list-style-type: none"> Torba province Penama province Sanma province Malampa province Shefa province Tafea province Cyber security awareness to 3 municipalities <ul style="list-style-type: none"> Port Vila municipality Luganville municipality Lenakel municipality Awareness to all schools and communities Develop awareness materials - 100% 		Completed for 2021	Recurring activity
CERT Vanuatu Phase 3 support by the Government of Australia	National cyber security strat-egy priority 3 addressed	-	Phase 3 capacity building pro-gram for Vanuatu (3 years - Trustwave in collaboration with CERTVU) - 98%		Completed for 2021	Recurring activity
Security log analysis	Possible vul-nerabilities and threats to vu targeting cyber space are identified	-	<ul style="list-style-type: none"> Analyze every security logs for VU cyber space Security logs monitoring is a continuous activity of CERT VU - 100% 		Completed for 2021	Recurring activity
Incident Response	Cyber-attacks are mitigated and possible best practice to stop the attack are provided	-	Provide technical assistance to victims of cyber threats - 100%		Completed for 2021	Recurring activity

Table 10: GRT | 2021 Activities

ACTIVITY MPDE

Program / Performance Measure	Output	Target	Progress and Achievements Made	Status End 2021	Challenge(s)	Comments
Number of GRT board meetings	Number of GRT board meetings with meeting minutes	6	<ul style="list-style-type: none"> Achieved 5 Board Meetings Two (2) GRT Tribunal meetings One GRT summon of TSC Chairman and SG on the issue of Over and Under Paid Teachers (500 +) Meeting with SLO concerning Gazette of Deputy Speakers 	●	Competing priorities and busy schedules of board members	Proactive planning and/or scheduling of board meetings
Number of Government structures remunerated	Number of government structures remunerated	100%	<ul style="list-style-type: none"> Achieved > 75% Not completed for <ul style="list-style-type: none"> MOJCS MOET MOLNIR MOTCNB 	●	Heavy workload and limited capacity of GRT Office	Proactive and realistic planning; and the need to restructure GRT to ensure sufficient staffing capacity
GRT Office Resourcing and Upgrade	GRT office re-sourcing and upgrade	100%	<ul style="list-style-type: none"> Letter written to DG's office and funds secured - Office partitioning Reorganize officers' work stations - 60 % RFQ from PWD received with Cost estimates, to receive quotes bending 2022. Purchased all 12 equipment, including a large printer 2 official training took place on September 4 on-the-job training conducted Official training on going Office Administration Officer, USP courses 80 % Completed. 2 days' workshop completed. Annual planner completed Complete one annual report and submitted Complete 2021 biannual report in July Complete for 2021 and submitted Awareness to all provinces GRT Remuneration - Achieved 100% Consultation across all Six Provinces GRT webpage updated 	●	Very limited operating budget	Requested funding support from the DG's Office - approved by DG; Additional 2 million vatu was reallocated to GRT 2022 budget; Corporate Service Unit (CSU) assisted in purchasing printer for GRT; and GRT office partitioning funds sourced from MPM
			<ul style="list-style-type: none"> Maintenance budget; and CSU assists in paying electricity bill contributions on behalf of GRT. Partially completed new structure and JDs - Working on PSC recommendations made 11 dec 2021 - 80 % Completed. Ongoing monitoring & evaluation - 95 % completed and Ongoing. GRT analyst Trainings upfront 2022. 			

same as above	GRT legislative review	1	<ul style="list-style-type: none"> GFG funding secured for consultants - Contract signed; Funding Utilized as projected and GRT drafting instructions completed. 100% LRC formed and consist of PSC rep, Director Finance, DG MoJSS & Auditor General - Achieved Changes were discussed with the LRC - final meeting to be organized 2022 Sections to amend were discussed with consultants and LRC - Achieved Meeting with State Law Office (SLO) Ongoing and on track - waiting COM for SLO to work with LRC COM Paper for GRT Act amendment drafted and submitted 	N/A	<ul style="list-style-type: none"> Sections identified and approved by the LRC - pending COM approval for SLO drafting instructions. Submit copy of GRT act amendment to SLO to prepare Amendment Bill - Pending COM decision 2022 legislative review done and report made. GRT Act amended and gazette - Pending completion of drafting and submission of amendment bill to parliament
same as above	Strengthen GRT roles and functions	100%	<ul style="list-style-type: none"> Pending amendment of GRT Act 2022 Parliament session 70 % completed 	<ul style="list-style-type: none"> Pending amendment of GRT Act 2022 Parliament session 70 % completed Parliament session 70 % completed 	

Tribunal tasks as in activities and meetings	<ul style="list-style-type: none"> Call meetings for approval of determinations, summon those not complying with GRT order seeking clarification of power of the GRT Act vs. other legislations 	100%	<ul style="list-style-type: none"> Completed current DSA Notice of Determination awaiting SLO to Gazette Address Public Prosecutor salary – Achieved Address Public Land Transport salary – Achieved Complete foreign service board Determination and report, awaiting Tribunal Board for approval Address Port Vila and Luganville Municipal Council salary – Held consultations meeting with PPO to address their structure and salary scale-Achieved Address over and under pay of teachers – Tribunal Summon Achieved Tribunal to approved PSET report and Santo report – Tribunal has Approved Achieved Tribunal Approved the Deputy Speakers' and Deputy Chair of Parliamentary standing committees – Determinations - Tribunal Board approved awaiting Notice of Gazette by SLO Tribunal approval of Citizenship Chairman remuneration – Tribunal Board approval for OSA Completed Tribunal Approval of Electoral Chairman remuneration – Tribunal Board approval for OSA Completed GRT to provide analysis of VQA, NHR coordinator as per organization structure and remuneration – Chairman signed off the analysis Completed 	<ul style="list-style-type: none"> Proactive and realistic planning; and the need to restructure GRT to ensure sufficient staffing capacity. Address Ombudsman salary - Pending Submission from Office of Ombudsman early 2022. Tribunal to summon the teaching services commission - Served 21 days' notice to TSC sent, Tribunal waiting for TSC to report Back. PSET analysis of Determinations for possible amendment - Withheld for 2022. PSET and school sector analysis of Postgraduate qualification and Masters and differentiate - Withheld for 2022. Early Child Care Education - Withheld awaiting MOET and TSC resubmission 	<ul style="list-style-type: none"> Heavy workload and limited capacity of GRT Office 	<ul style="list-style-type: none"> Completed
Other programmes	<ul style="list-style-type: none"> Submit 2022 budget ob-serving the GRT ceiling 	100%	<ul style="list-style-type: none"> GRT prepared and submitted. date July 2021 Completed 	<ul style="list-style-type: none"> Completed 	<ul style="list-style-type: none"> Completed 	<ul style="list-style-type: none"> Completed
same as above	<ul style="list-style-type: none"> Purchase new equipment and dispose of old ones 	100%	<ul style="list-style-type: none"> GRT have utilized project funding and operations fund-ing to do the purchase 2 Lap-top and Tablets 	<ul style="list-style-type: none"> Completed 	<ul style="list-style-type: none"> Completed 	<ul style="list-style-type: none"> Completed

Table 11: COC | 2021 Activities

ACTIVITY CKAA

Program / Performance Measure	Output	Target	Progress and Achievements Made	Status End 2021	Challenge(s)	Comments
Strengthening of Citizenship Investment Program	Review Act and Regulation	1	<ul style="list-style-type: none"> Letter sent to AG awaiting consultation SLO consultation before stakeholders' consultation Drafting in progress sent New Regulations REO, and Amendment to DSP Regulations / Currencies and Commercial Banks 	●	Competing priorities	Reprioritise activities and proactive planning. Pending subject to consultations with SLO and Stakeholders
same as above	Establish a draft Policy and Procedures Manual for Investment Program	1	<ul style="list-style-type: none"> Review existing Act & Regulation (include possible additional level of integrity checking of clients' background e.g., INTERPOL 1.2.2 Establish a clear Policy and Procedure Manual for citizenship by investment programs to include <ul style="list-style-type: none"> 1.2.2 a) Accountability plan of citizens acquired through investment process 1.2.2 b) Clear selection criteria process and performance monitoring of DSP & VCP Agents 1.2.2 c) Clear standards of promotion for agents/sub-agents 1.2.2 d) Clear criteria of selecting sub-agents 1.2.2 e) Training and regular meetings with agents and other stakeholders whenever necessary 1.2.2 f) Review fees of dependents that apply later to sum up the same as package 1.2.2 g) Review dependent's age eligibility to get their own certificate (e.g., 30 yrs. should apply to get their own citizenship cert 1.2.2 h) Proof of marriage certificates from civil registry in their own countries, review the criteria to show marriage cert for 2 yrs. to be eligible for couple package 	●	Delayed processes of contract approval with Technical Advisor, thus whole activity is still pending.	Work closely with OPSC and other relevant institutions in ensuring contract with technical advisor is approved.

Strengthening of Citizenship Records, Data & Reporting System	Explore and established potential archiving spaces for citizenship records	Pending approval discussion with department concerns and Management approval	●	Pending approval discussion with department concerns and Management approval	Activity delayed and/or pushed back to 2022
same as above	Negotiation for office Ground- March 2021	Pending approval discussion with department concerns and Management approval	●	Pending approval discussion with department concerns and Management approval	Activity delayed and/or pushed back to 2022
same as above	Continue to use easily establish Excel sheets to enter common data of all citizenship programs	Pending contract approval with Technical Advisor	●	Pending contract approval with Technical Advisor	Activity delayed and/or pushed back to 2022
same as above	scanning and storing data in both Salmon Citizenship share drive & portable drive	Pending contract approval with Technical Advisor	●	Pending contract approval with Technical Advisor	Activity delayed and/or pushed back to 2022
same as above	Effective analysis of data for regular reporting purposes to higher authorities	Pending contract approval with Technical Advisor	●	Pending contract approval with Technical Advisor	Activity delayed and/or pushed back to 2022
same as above	Annual Report compilation of Citizenship Office	Pending contract approval with Technical Advisor	●	Pending contract approval with Technical Advisor	Activity delayed and/or pushed back to 2022
same as above	Recruit a Web-designer consultant to rebrand/re-organise and update Citizenship web-site	Pending contract approval with Technical Advisor	●	Pending contract approval with Technical Advisor	Activity delayed and/or pushed back to 2022

PERFORMANCE AGAINST ANNUAL DEVELOPMENT REPORT TARGETS

The Ministry of Prime Minister has been mandated with the implementation of NSDP's Society Goal 6, policy objectives 6.7, 6.8, and 6.9. Due to unavailability of data during the reporting period, a brief update is being provided on policy objective 6.7.1 and 6.7.2

Figure 2: Progress Against NSDP Policy Objectives 6.7.1 & 6.7.2

Indicator	Baseline	Target	Progress Update 2021
Indicator 6.7.1 Proportion of population utilising media outlets for news including: newspaper, mobile phones, radio, television, and internet	<ul style="list-style-type: none"> 2012 – Radio 84%, Word of mouth 30%, Newspaper 34%, TV 22%, and Internet 3% 2016 – 192,000 people own mobile phone 	<ul style="list-style-type: none"> By 2030 radio – 100%, newspaper – 60%, TV – 60%, internet – 60% By 2030 100% mobile phone ownership (15 yrs+) 	A total of 914 people have been directly advised, through RTI awareness activities, to purchase quality radios and maximize available communication tools (Radio, newspaper, TV and mobile phone) to get information that could better their lives and benefit their respective communities.
Indicator 6.7.2 Proportion of data collected from requests acted upon by RTI officers in each government agency	2017 and pending sector rollout (based on annual total for the 18 months duration of RTI Unit)	By 2030 13 Ministries	<ul style="list-style-type: none"> 32 government agencies have received a Right to Information request. Out from this total, there were 8 Ministries 55 RTI requests made to different government agencies and copy to RTI Unit. 24 of the RTI requests have been provided the information request, while 31 RTI requested are yet to be answered.



POLICY DEVELOPMENT

From January to December 2021, there were no policies and strategic frameworks approved. However, relevant activities had been undertaken to progress developments of the following policies under the Ministry of the Prime Minister (MPM):

- Vanuatu Aid Management Policy and Strategy
- National Disaster Recovery Framework

The development of these two policy documents is still ongoing and progressing well. It is anticipated that both documents will be completed by December 2021.

CHALLENGES

2021 has its challenges that hinder the smooth implementation and progress of MPM planned activities. Some of the common challenges encountered by all departments and agencies under the MPM are listed below:

- Workload and timeframe vs man power/staff shortfall
- Weak cooperation and lack of proactive planning/budgeting within the ministry
- Financial constraints; and lengthy processes of sourcing funds and making payments
- Lack of experts in different areas of ICT, and high cost of ICT infrastructure and services
- Political interference/instability
- Natural hazards & disasters (Climate change, cyclones, earthquakes) and COVID-19 pandemic
- Economic growth vs budget allocation to MPM (including other ministries)
- Allocated funding of budgeted activities expended on unplanned items/ activities
- Level of commitments and performance of staff required closer monitoring
- Discipline and work ethics must be strengthened
- Effective management of staff leaves/attendances and absences – fairness to all staff
- More in-house trainings needed to help understand the priorities, policies, NSDP, SDGs, and intermediate outcomes of MPM's plans
- Communications must improve at all levels within the Ministry.

HUMAN RESOURCES MANAGEMENT

Figure 3: Number of MPM Staff by Department and Employment Status, 2021

The data below were abstracted from Human Resource Management Information System (HRMIS) and shows the human resource information of the Ministry of Prime Minister as at 31 December 2021.

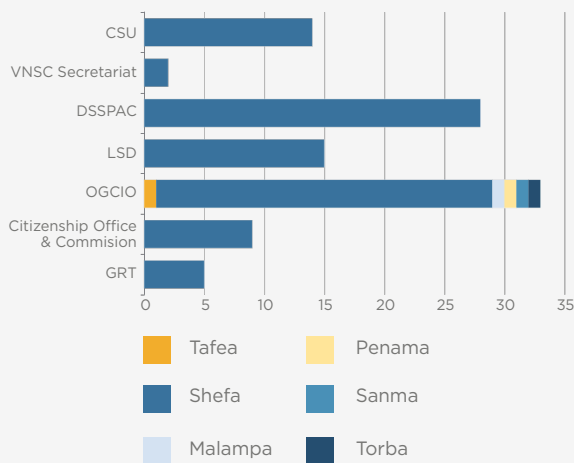
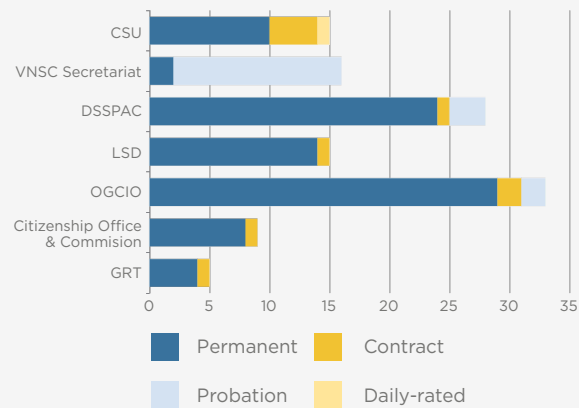


Figure 4: Geographical location of MPM Officers by Department and Provinces, 2021

While most of the staff are located in Port Vila, there are five Officers from the Office of the Government Chief Information Officer that are located in the provinces of SANMA, TAFEA, TORBA and MALAMPA. Figure 4 below illustrates MPM staff's geographical distribution/location.

Figure 5: Proportion of MPM Staff by Gender, 2021

MPM Staff is composed of 67% Male and 33% Female in 2021 which is an approximate ratio of 7:1 respectively.



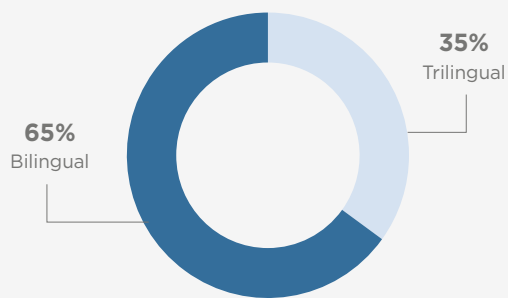


Figure 6: Proportion of MPM Staff by Official Language Proficiency, 2021

Figure six (6) demonstrates the use of Vanuatu's three official languages (Bislama, English, and French) by staff of the Ministry. The proportion of trilingual staff (speaking, reading & writing in Bislama, English & French) was 35%, and bilingual staff (mainly speaking, reading & writing in Bislama and English) was 65%.

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

Figure 7: Total number of filled and vacant positions, 2021

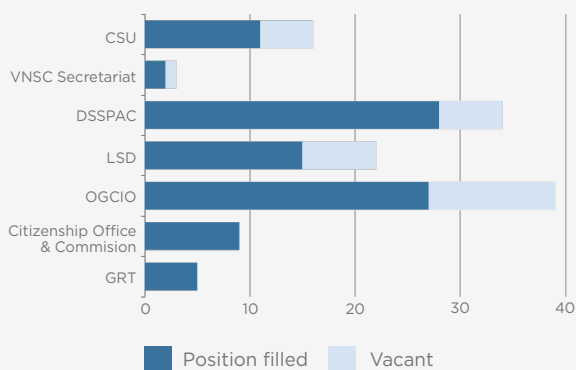
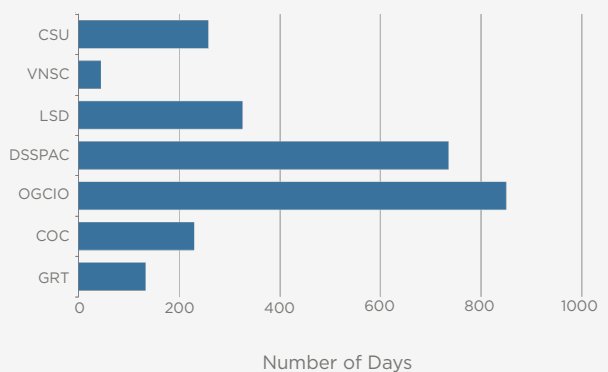


Figure 8: Total Accrued Annual Leave by Department, 2021



CESSATION OF EMPLOYMENT AND COMPLIANCE REPORTS/DISCIPLINARY CASES

Throughout the course of 2021, there were three officers who ceased employment from the Ministry of Prime Minister. One staff worked under the DSPPAC for 3 years and voluntarily resigned in mid-2021. The other two staff worked under the CSU for over 3 years and one was terminated by PSC due to continuous underperformance and misconducts within MPM compound, whilst one willingly resigned.

In 2021, some staff of respective departments and agencies under the MPM went through compliance reports and disciplinary cases. Compliance reports were managed at departmental and agency levels, while disciplinary cases went as far as reaching the PSC for final decisions.

Table below provides a summary of cessation of employment, compliance reports and disciplinary cases of 2021.

Table 12: Summary of Cessation of Employment, Compliance Reports & Disciplinary Case(s), 2021

Departments/Agencies	Retirement	Resignation	Termination	Compliance Report	Disciplinary Case
DG's Office - CSU	0	1	1	1	0
VNSC Secretariat	0	0	0	0	0
DSPPAC	0	1	0	3	0
LSD	0	0	0	0	0
OGCIO	0	0	0	0	0
GRT	0	0	0	0	0
COC	0	0	0	0	1

TRAINING(S) AND SCHOLARSHIP(S)

Table 13: Summary of Training & Scholarship undertaken by MPM Staff, 2021

Departments/ Agency	No. Staff	Study Program/Courses	Training Institution/ Facilitator	Scholarship or Self-Sponsored
GRT	3	Master of Business Administration	USP - Emalus Campus	Self-sponsored
		Bachelor in HRM (Employment Relations) & Bachelor of Arts in Law	USP - Emalus Campus	Self-sponsored
		Diploma in Business Administration	USP - Emalus Campus	Self-sponsored
LSD	All Translators	Translation	Bible Society & PLOs	Business Plan Activity
OGCIO	1	Networking	USP - Emalus Campus	Scholarship

MPM STAFFING MANAGEMENT IMPACT ON RECURRENT BUDGET

Management of human resources has both planned and unplanned impacts on an institution's budget. This was the case for the Ministry of Prime Minister in 2021 when

few main human resource management issues had significant impacts on the Ministry's recurrent budget. These main HRM issues include the following:

Table 14: Human resource management issues and impacts on recurrent budget, 2021

Human Resource Management Issues	Impact on Recurrent Budget
Payment of staff accumulated annual leave balances in excess of 30 days – those numbers of above 30 were paid to reduce the number of annual leave to 30 days. This was made based on a PSC decision and circular dated 18th May 2021..	This was unbudgeted for and respective departments/agency had to reallocate operational budget to payroll budget to ensure staff accumulated annual leaves were paid. Hence, operation budgets were reduced, hindering implementation planned activities.
Payment of allowances (extra responsibility and acting allowances) that were mostly unbudgeted for; and accrued acting allowances.	Overspending of the specific cost centres.
Recruitment of priority positions for respective departments/agency that may not had been budgeted for in 2021.	Reallocation of budget, mainly from operation to payroll budget to cater for such priority recruitment.
Delayed recruitment processes that led to accumulated unspent payroll budget and this pertained inefficient human resource management.	Unspent payroll budget was journaled for unplanned and unbudgeted for items (e.g., vehicle, staff bonus/voucher payments).
Unforeseen circumstances – e.g., sudden death of staff; termination of Cabinet staff.	Reallocation of operational budget to meet related expenses and benefits.





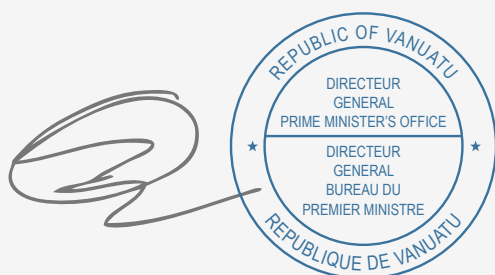
Financial Statements

Chapter
02

STATEMENT OF REPRESENTATION FOR MPM

We have reviewed the statement of Financial Performance and Statement of Appropriations for Ministry of the Prime Minister for the year ending 31st December 2021 and have provided the required schedules as outlined in the Financial Circular 7 of 2009. We verify that:

1. The Statement of Financial Performance and Statement of Appropriation fairly reflect the Ministry of the Prime Minister's activities for the period of 1st January - 31st December 2021
2. All LPOs were verified as being valid as of 31st December 2021 and any duplicate invalid or erroneous LPOs have been cancelled
3. All Standing and Accountable Imprest before 31st December 2021 have been retired and fully accounted for:
4. Employee leave transaction have been up-dated the list of outstanding annual leaves balance provided is valid and complete
5. All Known commitments contingent liabilities and contingent assts have been identified and information submitted
6. All adjustment journals have made and passed onto the Department of Finance for approval



Dr. Gregoire NIMBTIK
Director General
Ministry of the Prime Minister

Jean OBED
Finance and Administration Manager
Ministry of the Prime Minister

2021 APPROPRIATION FOR MPM

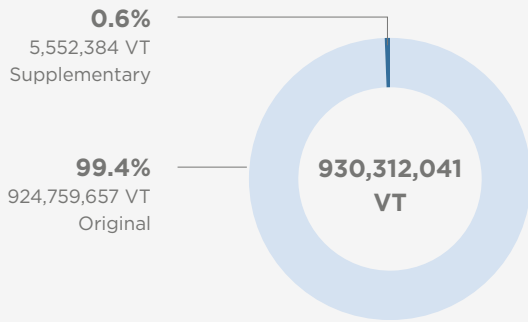


Figure 9: Total MPM Original and Supplementary Recurrent Budget, 2021

The Ministry of Prime Minister (MPM) continues to implement its planned programs and activities with budget support mainly from the Government's recurrent budget in 2021. The following data summarizes the MPM's statement of budget appropriation of 2021.

Figure 10: Total MPM Budget by Payroll and Operation Budget, 2021

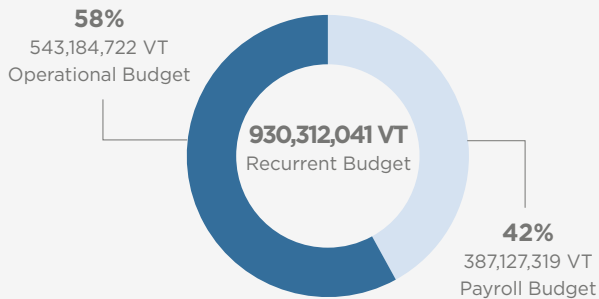
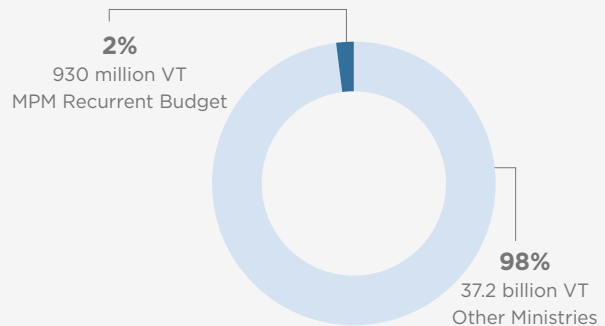


Figure 11: MPM Budget as a Share of Total VanGov. Recurrent Budget, 2021



STATEMENT OF APPROPRIATION FOR MPM

Table 15: MPM Budget Appropriation by Program & Department, 2021

Code	Description	Original Appropriation	Supplementary Appropriations	Virements	Final Budget	Actual Expenditure	Total Expenditure	Under/ (Over)
MCB	Strategic Management	261,828,572	-	-	261,828,572	249,203,908	249,203,908	12,624,664
09AA	Policy Sectors	67,906,862	-	2,969,099	70,875,961	71,519,001	71,519,001	(643,040)
09AB	Aid Coordination Unit	27,236,176	-	(4,420,524)	22,815,652	22,880,624	22,880,624	(64,972)
09AC	Monitoring & Evaluation Unit	17,538,408	-	1,069,461	18,607,869	18,910,551	18,910,551	(302,682)
09AD	Travel	14,744,828	-	381,964	15,126,792	13,144,963	13,144,963	1,981,829
52AA	Vanuatu Project Management Unit	134,402,298	-	-	134,402,298	122,748,769	122,748,769	11,653,529
MPA	Office of the Prime Minister	131,697,079	3,434,424	3,555,520	138,687,023	137,767,490	137,767,490	919,533
10AA	Cabinet	103,697,079	3,434,424	3,555,520	110,687,023	109,627,387	109,627,387	1,059,636
10AB	Independence Celebrations	2,000,000	-	-	2,000,000	1,710,700	1,710,700	289,300
10AC	International Travel	20,000,000	-	-	20,000,000	19,985,275	19,985,275	14,725
10BD	Entertainment Fund	3,000,000	-	-	3,000,000	2,968,763	2,968,763	31,237
10BF	Local Travel	3,000,000	-	-	3,000,000	2,844,670	2,844,670	155,330
42AA	PMO Corporate Services	-	-	-	-	341,131	341,131	(341,131)
57AA	Administration & Operations	-	-	-	-	289,564	289,564	(289,564)
MPB	Director General's Office	162,980,688	-	(3,755,520)	159,225,168	158,269,494	158,269,494	955,674
42AA	PMO Corporate Services	125,980,688	-	(13,582,440)	112,398,248	111,181,421	111,181,421	1,216,827
42AB	Utilities	27,000,000	-	(200,000)	26,800,000	26,799,993	26,799,993	7
42AC	Community Development Fund	10,000,000	-	-	10,000,000	9,996,521	9,996,521	3,479
42BA	National Security Council	-	-	10,026,920	10,026,920	10,291,559	10,291,559	(264,639)

MPC	Language Services	44,185,216	-	44,185,216	44,550,440	44,550,440	(365,224)
18AA	Language Services	38,606,192	-	35,520,271	35,885,495	35,885,495	(365,224)
18CA	Administration	5,579,024	-	8,664,945	8,664,945	8,664,945	-
MPD	Special Commissions	18,530,844	2,117,960	20,848,804	19,775,888	19,775,888	1,072,916
56AA	Government Remuneration Tribunal	18,530,844	2,117,960	20,848,804	19,775,888	19,775,888	1,072,916
MPE	Information, Communication and Technology Policy and Administration	305,537,258	-	305,537,258	305,212,973	305,212,973	324,285
57AA	Administration & Operations	145,142,980	-	150,142,303	151,580,274	151,580,274	(1,437,971)
57AB	IP Network and Communication	40,800,000	-	(2,000,000)	38,276,998	38,276,998	523,002
57AC	Management Information System	51,161,432	-	(1,000,000)	49,655,987	49,655,987	505,445
57AD	Transmission Network	33,257,846	-	(1,000,000)	32,219,341	32,219,341	38,505
57AE	Policy and Compliance	24,700,000	-	(999,323)	23,533,688	23,533,688	166,989
57AF	Desktop and User Support	10,475,000	-	10,475,000	9,946,685	9,946,685	528,315
MPG	Parliamentary Secretariat	-	-	-	(1,122,869)	(1,122,869)	1,122,869
50AA	Parliamentary Secretariat	-	-	-	(1,122,869)	(1,122,869)	1,122,869
Grand Total		924,759,657	5,552,384	930,312,041	913,657,324	913,657,324	16,654,717

EXPENSE SUMMARY REPORT FOR MPM

The information (table & graphs) illustrates a summary of expenses of the Ministry of Prime Minister in 2021.

Table 16: Summary of MPM Budget vs Actual Expenditure by Department, 2021

Department	Budget	Actual Expenditure	Variance	% Of Budget Spent
Office of the Prime Minister	138,687,023	137,767,490	919,533	99%
Corporate Service Unit	159,225,168	158,269,494	955,674	99%
DSPPAC	261,828,572	249,203,908	12,624,664	95%
Language Service Department	44,185,216	44,550,440	(365,224)	101%
OGCIO	305,537,258	305,212,973	324,285	100%
Government Remuneration Tribunal	20,848,804	19,775,888	1,072,916	95%
Parliament Secretary	-	(1,122,869)	1,122,869	0%
Total	930,312,041	913,657,324	16,654,717	98%

Figure 12: MPM Payroll and Operation Expenditure by Departments, 2021

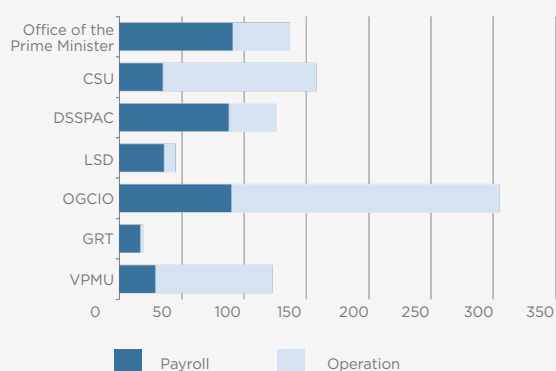
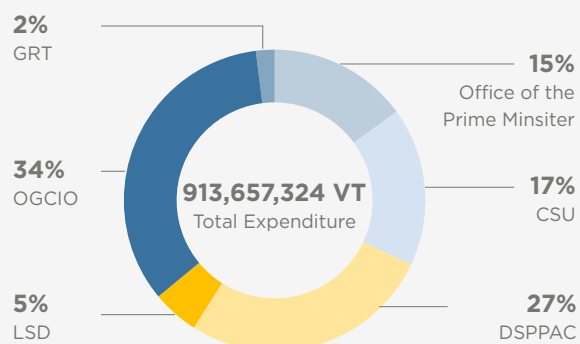


Figure 13: MPM Expenditure Proportion by Department, 2021



STATEMENT OF COMMITMENTS AND CONTINGENCIES FOR MPM

In 2021, the Ministry of Prime Minister had the following commitment and contingency:

NATURE OF COMMITMENT & CONTINGENCY

Government and Church Partnership Program. Partnership Agreement between Government represented by Office of the Prime Minister and the Vanuatu Christian Council (VCC)

GOAL

To strengthen the role of Christian church organizations in the provision of relevant community service outputs that seek to achieve and maintain peace, security, social cohesion and safety for all citizens and visitors.

GENERAL TERMS & CONDITIONS, AND TOTAL AMOUNT

1. The Government agrees to allocate funds to VCC in the form of a grant. The government will disburse the grant funds in the amount of VT50,000,000 to VCC by August 11st, 2021.
2. The VCC agrees to manage and disburse funds equitably to churches and stakeholders, including members, observers, Ministers Fraternal, and associate members
3. VCC will start disbursing the funds to churches as soon as it is satisfied with the functionality of the processes put in place and the ability of the churches to receive and use the fund
4. The Agreement commences on the date of execution and shall be for a term of 5 years

STATEMENT OF REPRESENTATION FOR COC

We have reviewed the statement of financial Performance and Statement of Appropriations for Citizenship Commission for the year ending 31st December 2021 and have provided the required schedules as outlined in the Financial Circular 7 of 2009. We verify that:

1. The Statement of Financial Performance and Statement of Appropriation fairly reflect the Ministry of the Prime Minister's activities for the period of 1st January – 31st December 2021
2. All LPOs were verified as being valid as of 31st December 2021 and any duplicate invalid or erroneous LPOs have been cancelled
3. All Standing and Accountable Imprest before 31st December 2021 have been retired and fully accounted for:
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6. All adjustment journals have made and passed onto the Department of Finance for approval


Denny Virahake Gaua
Secretary General
Citizenship Commission


REPUBLIC OF VANUATU
★
Secretary
General
★
Citizenship
Office
★
REPUBLIQUE DE VANUATU


Maretha Elsa Visi
Finance & Budget Officer
Citizenship Office


REPUBLIC OF VANUATU
★
Citizenship
Office/Commission
★
REPUBLIQUE DE VANUATU

STATEMENT OF APPROPRIATION FOR COC

Table 17: COC Budget Appropriation, 2021

Code	Description	Original Appropriation	Final Budget	Total Expenditure	Under / (Over)
M01	Constitutional Agencies	37,548,891	37,548,891	37,103,733	445,158
CKA	Citizenship Commission	37,548,891	37,548,891	37,103,733	445,158
O6AA	Citizenship Commission	37,548,891	37,548,891	37,103,733	445,158
CKAA	Citizenship Commission	37,548,891	37,548,891	37,103,733	445,158
CKA	Citizenship Commission	37,548,891	37,548,891	37,103,733	445,158
M01	Constitutional Agencies	37,548,891	37,548,891	37,103,733	445,158
Grand Total		37,548,891	37,548,891	37,103,733	445,158

There were no Supplementary, Virements or Commitments.



EXPENSE SUMMARY REPORT FOR COC

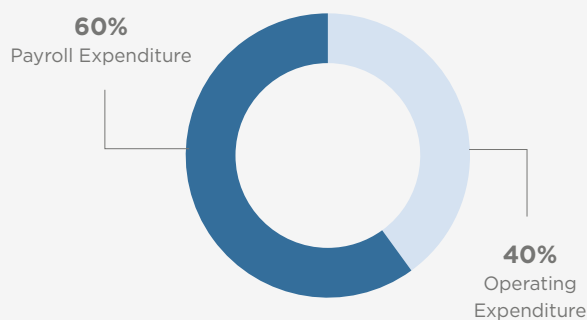
The information (tables & graph) illustrates a summary of expenses of the Citizenship Office and commission in 2021.

Table 18: Summary of COC Budget vs Actual Expenditure, 2021

Department	Budget	Actual Expenditure	Variance	% Of Budget Spent
Citizenship Office and Commission - Overall Expenditure	37,548,891	37,103,733	445,158	99%
Total	37,548,891	37,103,733	445,158	99%

Table 19: Summary of COC Payroll & Operation Expenditure, 2021

Department	Budget	Actual Expenditure	Variance	% Of Budget Spent
Citizenship Office and Commission - Payroll Expenditure	22,496,742	22,092,089	404,653	98%
Citizenship Office and Commission - Operating Expenditure	15,052,149	15,011,644	40,505	99%
Total	37,548,891	37,103,733	445,158	99%



REVENUE SUMMARY REPORT FOR COC

Table 20: Summary of Revenue generated by COC, 2021

Account	Description	Revenue	Budget	Over/(Under)	Cash Received
7NFD	Honorary Citizenship Program Fees	21,110	0	21,110	21,110
7NFF	Honorary Citizenship Fees	11,876,337,782	11,249,355,658	626,982,124	10,664,374,688
7NFO	Other Fees	608,142	25,400,000	(24,791,858)	608,142
7NFY	Citizenship Fees	16,995,952	0	16,995,952	16,995,952
7NOA	Application Charges Recoveries	1,388,542	1,919,799	(531,257)	1,382,542
Total Revenue and Receipts		11,895,351,528	11,276,675,457	618,676,071	10,683,382,434

CAPITAL EXPENDITURE

Table 21: Summary of MPM's Capital Expenditure by Items, 2021

Approved Capital Item(s)	Total Expenditures (VT)
Installation of Partition Walls to Veranda at PMO Building Top Floor – 2nd payment to VGA	2,887,720
Official Vehicle for 1st Political Advisor to PM	5,874,200
Two vehicles for the Prime Minister's Office	6,450,000
Corporate Service Unit Administration Car	3,400,000
DSPPAC Administration Car	1,300,000
Repair/Replacement of Tiles to Veranda of PMO Building Ground Floor	138,850
Installation of Sound Proof Partition Wall to DCO Conference Room at Ground Floor of PMO Building	2,100,000
GRT Printer	928,800

Whilst the Ministry of Prime Minister's recurrent operating budget being earmarked for its 2021 business plan implementation, there were also expenditures made from the recurrent budget for approved capital items for the ministry. The table demonstrates the capital items and associated expenditures.

DEVELOPMENT PROJECTS

Table 22: Progress Report Against Development Projects, 2021

Project Description	Development Partner	Total Budget Received and Spending as @ 31/12/21	Status and Progress Made as @ 31/12/21	Challenges and Responses
Vanuatu CSO Technical Cooperation Facility (TCF) Project <ul style="list-style-type: none"> Start date: Sept 2021 End date: Dec 2025 	11 th EDF	Total budget received: VUV 237,175,200 Total Spending: NA	<ul style="list-style-type: none"> Programme estimate signed; bank account created with RBV/MFEM First tranche of funding remitted to RBV Aug/Sept 2021; First tranche received; purchase of two project cars. CSO-concept notes submitted; EU to liaise directly with CSOs Individual NGO-project implementation to begin Q1 2022 	Re-advertisement for two project officers due to an insufficient number of applicants
UNDP Support OPSC Work Innovation Team (VIT)	Funded	Grant- 5,420,000	Progress well and has been completed	NA
Coordination of the Tamtam Travel Bubble	Funded	Grant- 493,739,339	Progress well	Delayed activities due to other commitments
Recovery Capacity Strengthening	Funded - DFAT	Grant- 14,007,040	Commenced and progress well	Current contract of the TA will end in November
Communication Officer	Funded	Grants-3,000,000	Completed	No funding to renew the contract
Vanuatu Hall of Justice Supreme Court Project	Funded - DFAT; MFAT; & Vanuatu Government	Aus.- 2333,038,104 NZ- 220,803,600 Vanuatu- 600,000,000	Work in progress	Process of CTB delayed procurement and recruitment of the TA and the Design contractor Grant agreement has been approved and evaluation of selected companies have been completed. The project management have been selected but the work could not start due to Covid-19.

Video Conferencing Facility	Funded	AIK- 2,000,000 Vanuatu Government cost- 100,000	World Food Programme (WFP) under its Emergency Telecommunication Cluster (ETC) is funding the project as part of its support towards COVID-19 Response.	Project is currently being implemented
TC Harold Recovery Program	Funded - DFAT	Grant-1,480,000,000	The funds will be used, as per the decision of the National Recovery Committee, against the already approved Recovery Project List. This package will assist several different Ministries.	NA

STATUTORY AUTHORITIES

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

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

- Public Service Commission (PSC)
- State Law Office (SLO)
- Government Remuneration Tribunal (GRT)
- Vanuatu National Security Council (VNSC)
- Citizenship Office and Commission (COC)

NON-STATUTORY BODIES

The non-statutory bodies under the Ministry of Prime Minister portfolio includes the following:

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

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

EQUITY

Actions have had been taken in previous years to address equity and inclusion in the ministry. In 2021 few of these actions were strengthened and implemented to ensure equity is addressed at the ministry level. These actions included the following:

- Equal opportunity given to both women and men to apply for all vacant positions under departments and agencies under the ministry advertised in 2021. A good number of both women and men applied and interviewed for positions advertised.
- Appointment of five (5) women to senior positions under three respective departments within the ministry.
- Involvement of both male and female staff in organizing committee(s) of events hosted by the Prime Minister (e.g., Independence Anniversary Ball), and internal committees (e.g., Finance and Asset Management Committee; RFQ Screening Committee); and
- Involvement and participation of all MPM staff in the 2022 planning and budgeting processes of the ministry; and
- Assisted customers/clients to attentively

RIGHT TO INFORMATION

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

There were no requests received by the Ministry under the Right to Information Act in 2021.

REPORTS BY THE AUDITOR GENERAL

There were no audits carried out at the ministry in 2021. Therefore, the ministry had not received a report from the Auditor General's Office in 2021.

COMMENTS BY THE OMBUDSMAN

During the course of 2021, the Ministry of Prime Minister had not received any comments and/or reports from the Office of the Ombudsman.

DECISIONS OF COURTS

In 2021, the Ministry of the Prime Minister has received one judicial decision handed down by the Supreme Court of the Republic. This court decision is listed below:

- Judicial Review, Case No. 20/3369 SC/JUDR

This court decision had an associated cost of VT296,329 and it was settled by the Office of the Prime Minister on 01st July 2021.

COMPLAINTS MECHANISM

The Ministry administers complaints through the process delineated by the Public Service Commission. Complaints are managed by the middle managers (Heads of Units) as first counselling approaches before forwarding to the Director. The Director manages it and where no improvements are made, the Director will recommend to the office of the Director General to relate these complaints to the Public Service Commission for final deliberation and decision.

Legal advice is sought from the State Law Office (SLO) for all legal issues and complains. The Ministry of the Prime Minister is not aware of any investigations by the Ombudsman's Office or the Auditor General carried out during the year in relation to its operations.



FRAUD CONTROL

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

- For activities and items costing less than a million VT
 - Three quotations of items collected from three suppliers; a quotation from a preferred supplier is selected; LPO committed; and a justification note is made to accompany the payment.
- Activities/items costing a million VT and over
 - Request For Quotations (RFQs) coordinated & facilitated for planned activities costing 1 million VT and over; suppliers submit RFQs; MPM Compound Management Team undertook screening of RFQs and select best suited supplier; formal letters of acknowledgement disseminated to both successful and unsuccessful bidders (suppliers); contract developed and signed between MPM and supplier; first payment made to supplier before commencement of activities, & final payment made after completion of activities and based on a completion report produced by PWD engineer.
- Copies of LPO payments filed, both electronically and in hard copy

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

Since many planned activities require travelling where public funds were expended as accountable imprest, departments and agencies under the MPM have developed and implemented internal financial checks. These were specifically to verify expenditures made with accountable imprest. A form was developed and used by Finance & Admin Officers, Directors, and DG to sign off on accountable imprest acquittal forms after checking the accountable imprest acquittal thoroughly. When all checks completed, the accountable imprest acquittals were submitted to DoFT.

Compliance to PSC's Fleet Management Unit and financial regulations and requirements to purchase of new G plated vehicle was a measure strengthened in 2021 to curb fraud related activities. When purchasing few brand-new G plated vehicles in 2021, all processes and requirements by the PSC Fleet Management Unit and the DoFT were followed. These involved filling up and getting forms approved by PSC Fleet Management Unit, and the RFQ process outlined above.

It also worth highlighting departments and agency under the MPM seek legal advice from SLO in relation to the legality of certain payments before committing funds to such payments.





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Produced by the Ministry of The Prime Minister

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