



MINISTRY OF YOUTH, JUSTICE & COMMUNITY SERVICES



CORPORATE PLAN 2026 - 2030

*Striving to become a vibrant, high – performing service -
centric and resilient Ministry*



Government of the Republic of Vanuatu

Ministry of Youth, Justice and Community Services (MYJCS)

Corporate Plan 2026–2030

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, for commercial purposes without prior written permission from the Ministry of Youth, Justice and Community Services.

MYJCS authorizes the partial reproduction or translation of this material for educational, research, policy development, and non-commercial purposes, provided that MYJCS and the source document are properly acknowledged. Permission to reproduce or translate the document in whole, in any form, for commercial or profit-making purposes must be requested in writing.

© Ministry of Youth, Justice and Community Services (MYJCS) 2026

Original Text: English

Design and Layout

Melvin Boesel

Finance, Planning, Monitoring and Evaluation Unit

Corporate Services Unit

Ministry of Youth, Justice and Community Services

Produced by

Ministry of Youth, Justice and Community Services (MYJCS)

Private Mail Bag 9084

Port Vila

Republic of Vanuatu

Telephone: +678 33615

Email: info@MYJCS.gov.vu

Website: www.MYJCS.gov.vu

Acknowledgement

The Ministry of Youth, Justice and Community Services acknowledges the valuable contributions of its departments, agencies, development partners, civil society organizations, traditional leaders, faith-based organizations, and stakeholders who participated in the development of this Corporate Plan 2026–2030.



Contents

Acronyms	5
Foreword by the Minister	6
Overview by the Director General	7
The Corporate Vision, Mission Statement, Goals and Values	9
Organizational Structure	10
Functions of the Ministry.....	11
Environmental Scan.....	16
Strategic Directions	17
MYJCS Corporate Plan Matrix	20
The Office of the Minister – Cabinet	20
Director General’s Office – Corporate Services Units (CSU).....	23
Department of Women’s Affairs	28
Department of Correctional Services	39
Customary Land Management Office (CLMO).....	45
Vanuatu Law Reform Commission (VLRC)	49
National Human Rights (NHR).....	54
National Disability Desk (NDD).....	57
National Child Desk (NCD)	64
Land Ombudsman’s Office.....	67
Department of Youth and Sport DY&S	71
Youth Development.....	87
Sports Development.....	96
Human Resources.....	119
Budget.....	130
Four-year forecast budget (by program and activity only).....	131
Annex.....	133
Corporate Plan M&E Framework	140

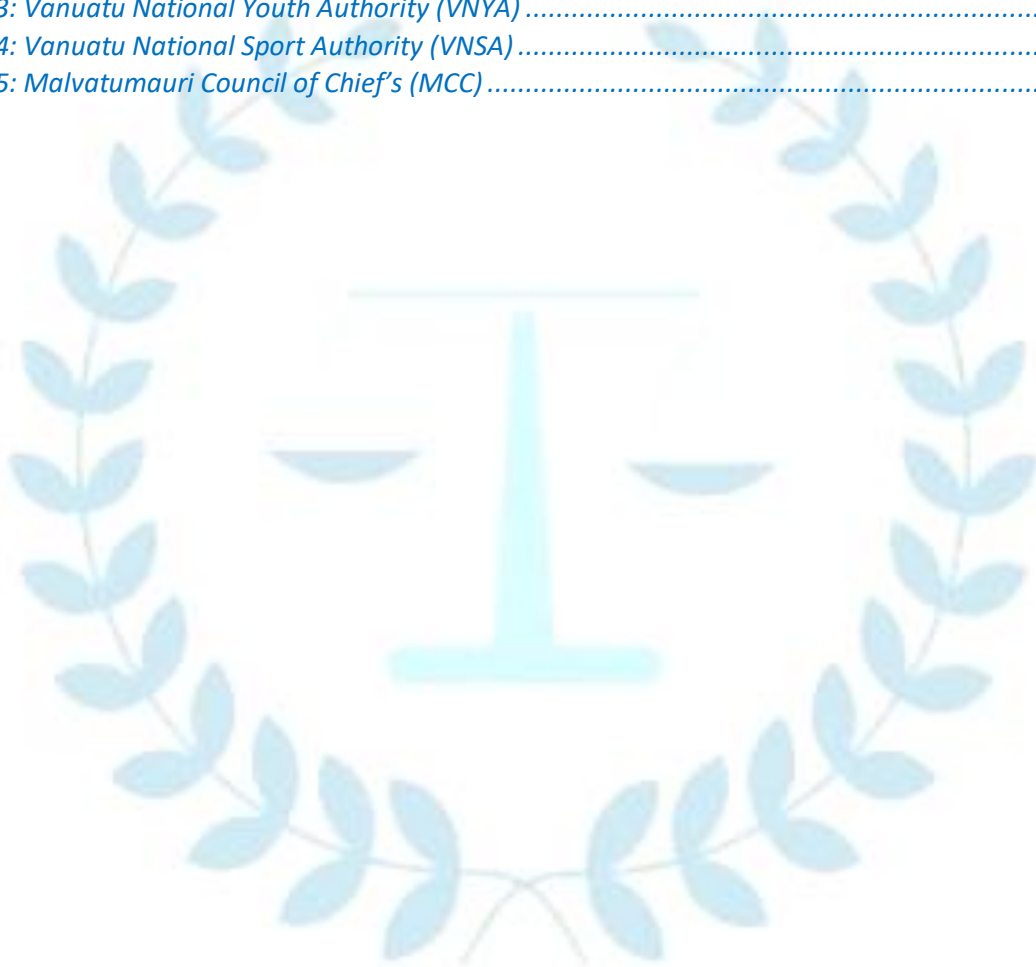


List of Figures and Tables

<i>Figure 1: MJYCS Organizational Structure.....</i>	<i>10</i>
<i>Figure 2: Policy Functions of MYJCS.....</i>	<i>11</i>
<i>Figure 3: Regulatory Function of MYJCS.....</i>	<i>12</i>
<i>Figure 4: Services to the People.....</i>	<i>12</i>
<i>Figure 5: Services to the other Agencies</i>	<i>13</i>
<i>Figure 6: Governance Functions</i>	<i>13</i>
<i>Figure 7: MYJCS Corporate Services Functions</i>	<i>14</i>
<i>Figure 8: Other Functions of MYJCS</i>	<i>15</i>
<i>Figure 9: SWOT analysis of the Ministry of Justice and Community Service</i>	<i>16</i>
<i>Figure 10: MYJCS Planning Framework.....</i>	<i>17</i>
<i>Figure 11: JCS Strategic Direction Framework.....</i>	<i>18</i>
<i>Figure 12: Corporate Plan Matrix Index.....</i>	<i>19</i>
<i>Figure 13: CD Strategy</i>	<i>120</i>
<i>Figure 14: Analysis of Current Structure</i>	<i>121</i>
<i>Figure 15: Workforce distribution by Gender</i>	<i>121</i>
<i>Figure 16: Gender Distribution from 2020 to 2025.....</i>	<i>122</i>
<i>Figure 17: Workforce composition by position level.....</i>	<i>122</i>
<i>Figure 18: Employment Status 2025.....</i>	<i>123</i>
<i>Figure 19: Organizational Staffing Structure.....</i>	<i>124</i>
<i>Figure 20: Succession Plan of MYJCS.....</i>	<i>125</i>
<i>Figure 21: Retirement plan.....</i>	<i>126</i>
<i>Figure 22: Current approved Structure 2014.....</i>	<i>129</i>
<i>Figure 23: 2026 MYJCS Budget Overview.....</i>	<i>130</i>
<i>Figure 24: Four-Year Forecast budget 2027 - 2030</i>	<i>131</i>



Table 1: List of Acronyms used in this Corporate Plan Documents.....	5
Table 2: The Office of the Minister – Cabinet.....	20
Table 3: Director General’s Office – Corporate Services Units (CSU)	23
Table 4: Department of Women’s Affairs.....	28
Table 5: Department of Correctional Services.....	39
Table 6: Customary Land Management Office (CLMO)	45
Table 7: Vanuatu Law Reform Commission (VLRC).....	49
Table 8: National Human Rights (NHR).....	54
Table 9: National Disability Desk (NDD).....	57
Table 10: National Child Desk (NCD).....	64
Table 11: Land Ombudsman’s Office	67
Table 12: Department of Youth and Sport DY&S.....	71
Table 13: Vanuatu National Youth Authority (VNYA)	87
Table 14: Vanuatu National Sport Authority (VNSA)	96
Table 15: Malvatumauri Council of Chiefs (MCC)	107





Acronyms

Table 1: List of Acronyms used in this Corporate Plan Documents

Acronym	
DCS	Department of Correctional Services
DG	Director General
DWA	Department of Women's Affairs
CLMO	Custom Land Management Office
CSU	Corporate Services Unit
CSO	Civil Society Organisation
CP	Corporate Plan
FBO	Faith Based Organisation
JCSSS	Justice and Community Services Sector Strategy
NGO	Non-Government Organisation
NSDP	National Sustainable Development Plan (Vanuatu 2030 - The People's Plan)
MYJCS	Ministry of Youth, Justice and Community Services
MLG	Ministry Leadership Group
MCC	Malvatumauri Council of Chiefs
UN	United Nations
VAPJP	Vanuatu Australia Policing and Justice Program
VLRC	Vanuatu Law Reform Commission
VNCC	Vanuatu National Cultural Council
VNYA	Vanuatu National Youth Authority
VNSA	Vanuatu National Sport Authority



Foreword by the Minister

It is my pleasure to present the Ministry of Youth, Justice and Community Services (MYJCS) Corporate Plan 2026–2030. This Plan provides the strategic direction for the Ministry over the next four years and reaffirms our commitment to delivering effective, inclusive, and responsive services that improve the wellbeing of all people in Vanuatu.

Developed within the framework of the Vanuatu 2030 National Sustainable Development Plan (NSDP), the Plan aligns with the Government's vision of a stable, sustainable, and prosperous Vanuatu. It positions the Ministry to contribute directly to the NSDP's Society Goals, particularly in the areas of social inclusion, youth empowerment, access to justice, protection of vulnerable groups, strong communities, and effective institutions.

As the Ministry responsible for youth development, justice services, child protection, disability inclusion, community development, and social welfare, MYJCS plays a vital role in strengthening social cohesion and ensuring that all citizens can participate fully in national development.

This Corporate Plan converts national priorities into clear strategic objectives, measurable outcomes, and practical actions. It also provides the foundation for the Ministry's annual business plans, Budget Narrative programmes (MJA–MJO), resource allocation, and performance management processes. In doing so, it strengthens the link between strategic planning, budgeting, accountability, and service delivery.

The successful implementation of this Plan will be guided by the principles of accountability, transparency, inclusiveness, and evidence-based decision-making. It reflects the collective efforts of Ministry staff, stakeholders, communities, and development partners, and will serve as an important tool for informing Government decision-making and Parliamentary consideration of the Ministry's programmes and budgets.

I am confident that MYJCS is well positioned to contribute to the achievement of the NSDP and the Government's broader development agenda. I therefore commend this Corporate Plan 2026–2030 as the Ministry's guiding framework for advancing an inclusive, just, resilient, and empowered Vanuatu.

Hon. Job Sam Andy

Minister for Youth, Justice and Community Services
Government of the Republic of Vanuatu



Overview by the Director General



The Ministry of Youth, Justice and Community Services (MYJCS) plays a critical role in promoting social wellbeing, strengthening access to justice, empowering communities, and protecting the rights of vulnerable groups throughout Vanuatu. Through its programmes and services, the Ministry seeks to ensure that all citizens—particularly youth, children, women, persons with disabilities, older persons, and disadvantaged communities—have equitable access to opportunities, protection, and justice.

History and Mandate

The Ministry has evolved in response to the changing social, economic, and governance needs of Vanuatu. From its origins in community development and social welfare, MYJCS has expanded its responsibilities to include youth development, child protection, disability inclusion, juvenile justice, community services, and access to justice initiatives. Today, it serves as the Government's lead agency for advancing social inclusion, strengthening community resilience, and promoting equitable access to social and justice services across all provinces.

The Ministry's mandate is derived from national legislation, Government policies, and international commitments, including the United Nations Convention on the Rights of the Child (UNCRC), the Convention on the Rights of Persons with Disabilities (CRPD), and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), together with other international human rights instruments ratified by Vanuatu.

Strategic Context

The MYJCS Corporate Plan 2026–2030 has been developed within Vanuatu's national planning and policy framework. The Ministry contributes directly to the implementation of the Vanuatu 2030 National Sustainable Development Plan (NSDP), particularly the Society Goals relating to social inclusion, justice, community wellbeing, protection of vulnerable groups, and strong institutions.

The Plan is also informed by priorities identified in the Government's Annual Development Reports (ADR), which assess national development progress and highlight emerging social and service delivery challenges, as well as the National Recovery Strategy (NRS), which guides recovery, resilience-building, and sustainable development following major social, economic, and environmental shocks. Together with relevant sector policies, legislation, and Government reform initiatives, these frameworks have shaped the Ministry's strategic objectives and priority areas over the planning period.

Current and Emerging Trends, Opportunities and Challenges

Vanuatu continues to experience significant social and economic change. A growing youth population, increasing urbanisation, changing family structures, and rising community



Ministry of Youth, Justice and Community Services Corporate Plan 2026 – 2030



expectations are placing greater demand on youth programmes, social protection services, child protection systems, and justice services.

The Ministry must also respond to challenges associated with unemployment, youth disengagement, gender-based violence, child abuse, juvenile offending, social inequality, disability inclusion, and the impacts of climate change and natural disasters on communities. Addressing these issues requires coordinated approaches that strengthen prevention, protection, and community resilience.

At the same time, opportunities exist to strengthen service delivery through enhanced partnerships with communities, provincial governments, traditional leaders, civil society organisations, faith-based organisations, and development partners. Advances in digital technologies and information systems also provide opportunities to improve planning, monitoring, reporting, and evidence-based decision-making.

Key risks include limited financial and human resources, increasing service demand, geographic barriers to service delivery, data management challenges, and the ongoing need to strengthen institutional capacity. These risks will require strategic investment, workforce development, effective coordination, and sustained collaboration across Government and with development partners.

Looking Forward

The MYJCS Corporate Plan 2026–2030 provides a clear roadmap for addressing these opportunities and challenges. It positions the Ministry to strengthen its leadership role in youth development, justice services, child protection, disability inclusion, and community empowerment while contributing to national development priorities.

Through the implementation of this Plan, the Ministry will continue to strengthen communities, improve access to justice, protect vulnerable individuals, and create opportunities for all citizens to contribute to a prosperous, inclusive, and resilient Vanuatu.

Bergmans Iati

Director General

Ministry of Youth, Justice and Community Services

Government of the Republic of Vanuatu



The Corporate Vision, Mission Statement, Goals and Values

OUR STRATEGIC DIRECTION

MINISTRY OF YOUTH, JUSTICE AND COMMUNITY SERVICES



OUR MISSION

To deliver fair, inclusive, and accessible justice and community services that uphold the rule of law, human rights, and cultural values, while empowering youth through leadership, training, and opportunities for a stronger, more resilient Vanuatu.



OUR VISION

A transparent, respectful, and inclusive justice and community system that empowers youth, upholds dignity and safety, and fosters strong, resilient communities rooted in Vanuatu's values.



OUR STRATEGIC GOALS

1



IMPROVE ACCESS TO JUSTICE SERVICES

Strengthen access to fair, efficient, and inclusive justice services that uphold the rule of law and protect the rights of all citizens.

2



INCREASE EQUITABLE AND INCLUSIVE ACCESS TO COMMUNITY SERVICES

Enhance the availability, accessibility, and quality of community services to improve social wellbeing and support vulnerable individuals and communities.

3



STRENGTHEN SECTOR COORDINATION AND RESOURCE SHARING

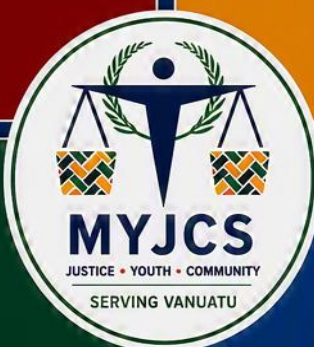
Improve collaboration, coordination, and resource utilization among justice, youth, and community service sectors to ensure maximizing impact and service delivery outcomes.

4



EMPOWER YOUTH FOR SUSTAINABLE DEVELOPMENT

Empower young people with skills, opportunities, leadership, protection, and active participation in sports, community development, civic engagement, and nation-building.



OUR CORE VALUES



TRANSPARENCY & INTEGRITY

We act honestly, ethically, and openly in all our dealings and decisions.



RESPECT

We uphold the rule of law, respect human rights, cultural diversity, and traditional values.



ACCOUNTABILITY

We take responsibility for our actions, performance, and the outcomes of our work.



TEAMWORK

We collaborate, value diverse perspectives, and work together to achieve shared goals.



VIGILANCE

We remain responsive, observant, and proactive in addressing the needs of those we serve.



EQUITY

We promote fairness, impartiality, inclusion, and equal opportunity for all.



EXCELLENCE

We strive for high standards, continuous improvement, innovation, and quality service delivery.



HOLISTIC DEVELOPMENT

We embrace a people-centred and youth-focused approach that supports the social, emotional, cultural, physical, and economic wellbeing of individuals and communities.



OUR COMMITMENT

Together, our Vision, Mission, Goals, and Values provide the foundation for the Ministry's work and guide our efforts to deliver accessible justice, strengthen communities, empower youth, protect vulnerable groups, and contribute to a safe, inclusive, and prosperous Vanuatu.

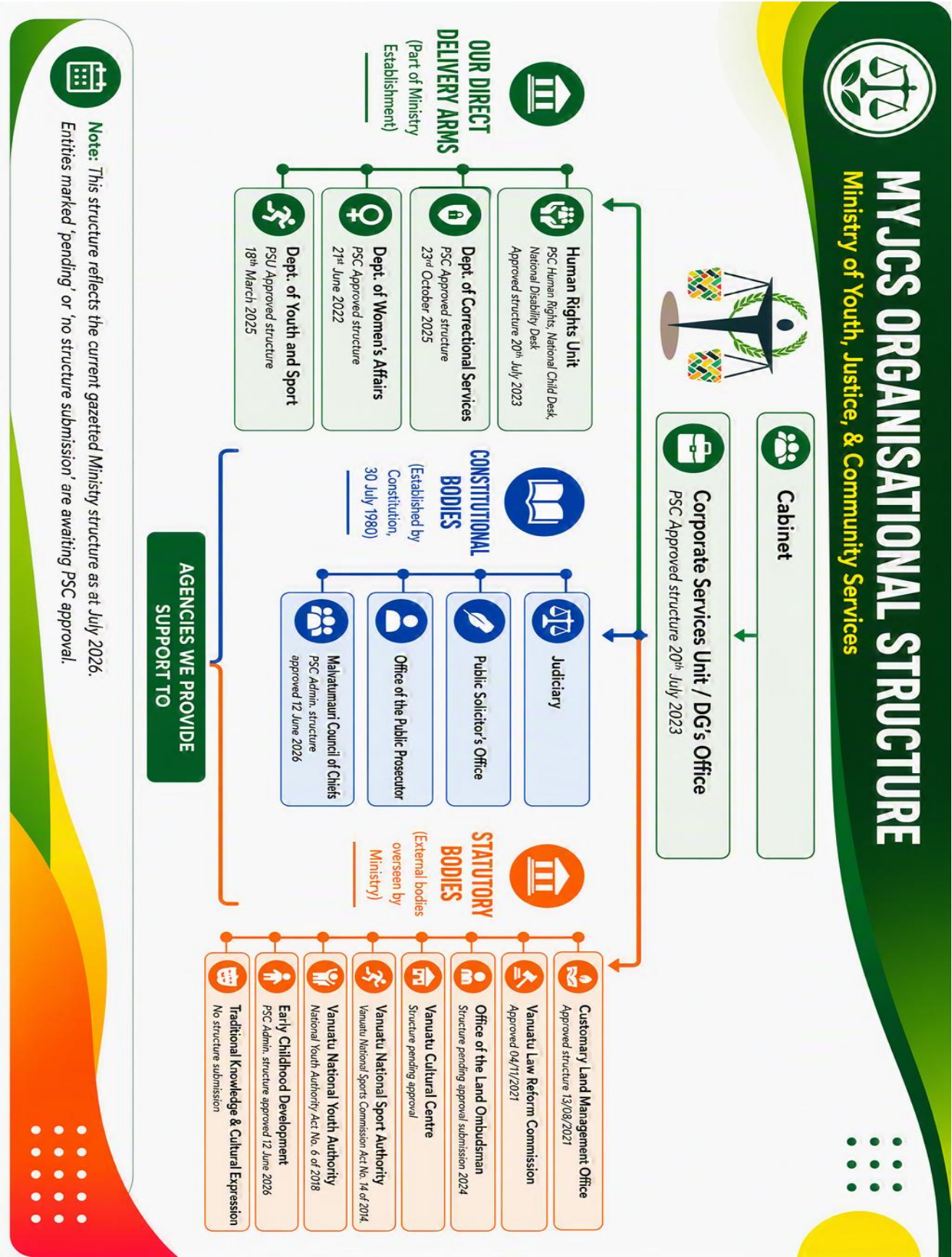


Building Strong Communities, Advancing Justice, and Empowering Youth for a Resilient Vanuatu.



Organizational Structure MJYCS Organizational Structure.

Figure 1: MJYCS Organizational Structure.



Functions of the Ministry

The Ministry of Youth, Justice and Community Services (MYJCS) is responsible for policy development, regulatory oversight, service delivery, sector coordination, governance of statutory bodies, and the provision of corporate services that support the justice, youth and community sectors in Vanuatu.

Policy Functions

Figure 2: Policy Functions of MYJCS





Regulatory Functions

Figure 3: Regulatory Function of MYJCS



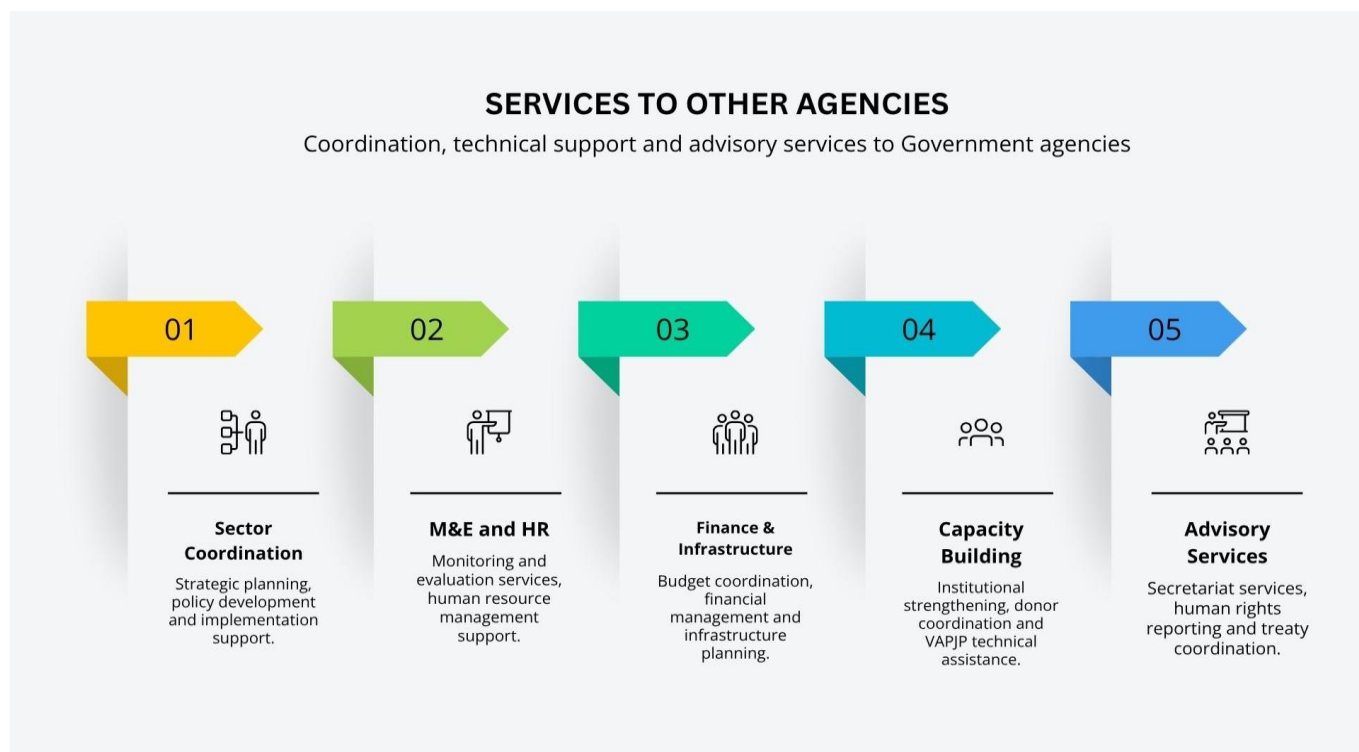
Services to the Public

Figure 4: Services to the People



Services to Other Agencies

Figure 5: Services to the other Agencies



Governance Functions

Figure 6: Governance Functions



Corporate Services Functions

Figure 7: MYJCS Corporate Services Functions

CORPORATE SERVICES FUNCTIONS

The Corporate Services Unit (CSU), commonly known as the “Hub”, provides strategic leadership and shared corporate services to the Ministry and its agencies.



THE CSU IS RESPONSIBLE FOR:

- ✓ Strategic and corporate planning;
- ✓ Policy development and coordination;
- ✓ Administration and executive support;
- ✓ Human resource management;
- ✓ Financial management and budgeting;
- ✓ Procurement and asset management;
- ✓ Monitoring, evaluation and reporting;
- ✓ Information management and records administration;
- ✓ Capacity development and organisational strengthening;
- ✓ Infrastructure planning and development;
- ✓ Development partner coordination;
- ✓ Risk management and business continuity;
- ✓ Communications and stakeholder engagement; and
- ✓ Secretariat support to justice and community sector agencies.



THE CSU ALSO PROVIDES DIRECT SUPPORT TO:

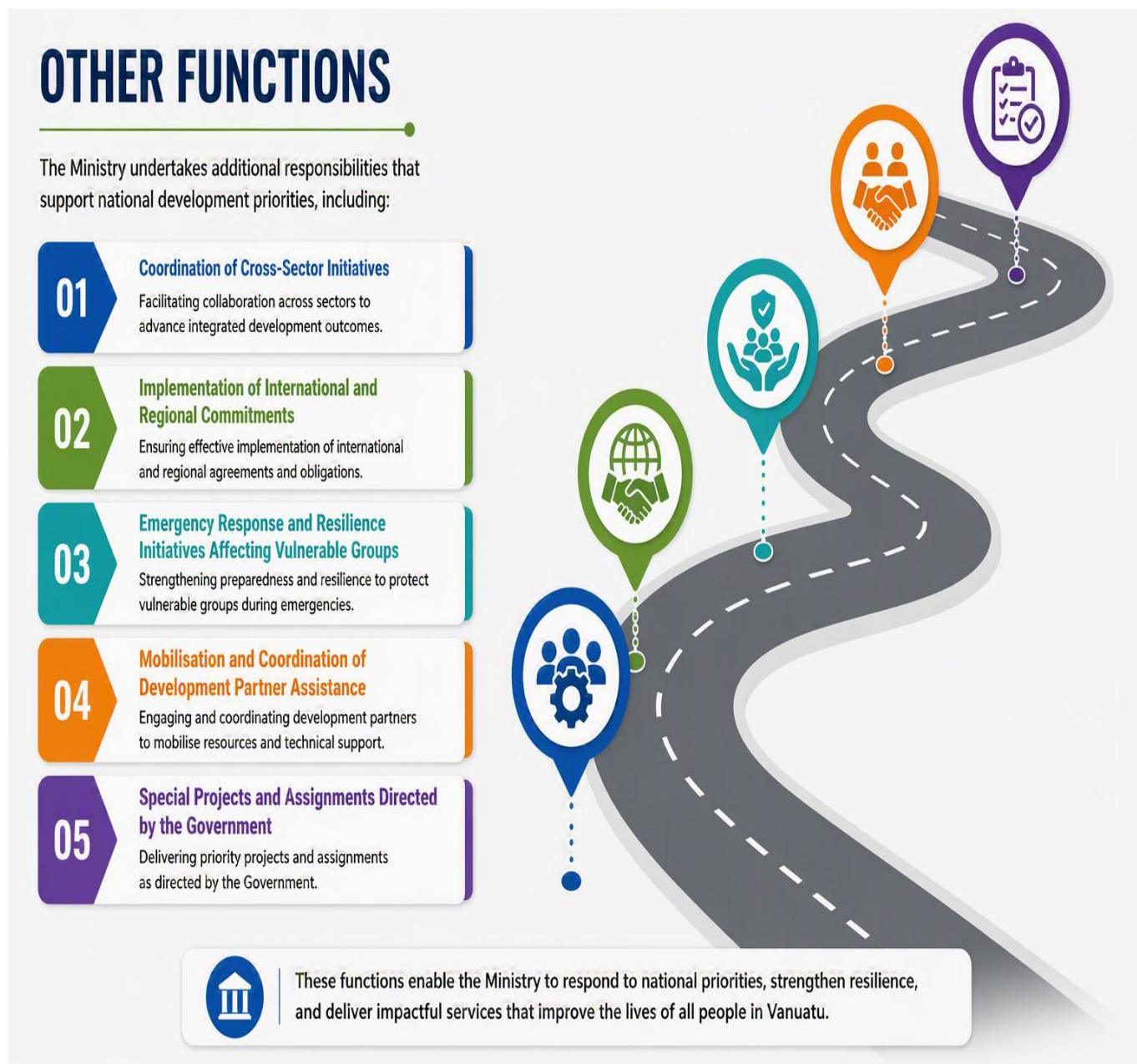
- Human Rights Unit
- Disability Desk
- Child Desk
- Department of Women's Affairs
- Department of Correctional Services
- Department of Youth Development and Sports
- Customary Land Management Office
- Land Ombudsman
- Early Childhood Development Unit
- Traditional Knowledge and Cultural Expression Unit



The CSU strengthens corporate governance, enhances service delivery, and supports the Ministry and its agencies to achieve effective, accountable and transparent outcomes for the people of Vanuatu.

Other Functions

Figure 8: Other Functions of MYJCS





Environmental Scan

Figure 9: SWOT analysis of the Ministry of Youth, Justice and Community Service



MINISTRY OF YOUTH, JUSTICE
AND COMMUNITY SERVICES

MYJCS ENVIRONMENTAL SCAN STRATEGIC SWOT ANALYSIS

Understanding our internal capabilities and external environment to strengthen performance, manage risks and deliver better outcomes for communities.

S

STRENGTHS Build & Enhance

- Internal policies in place
- Recruitments of executives
- Effective organisational structure
- Interns
- Good collaboration and working relationship with other Agencies.
- Team young, bilingual, multi-lingual & productive
- External justice sector policies in place
- Recruitment and trainings in house, Refresher, Inductions-Capacity building
- Availability of Sports Facilities
- Strong Networking
- Strategic directions
- Donor partners financial and technical support
- Network/working group
- Team work/SC
- HOA
- HOA
- Facebook page
- CP_Justice benyef community & partners_1
- IT capacity: Time Truc, Gov, Google forms, share drive, M&E, Facebook, page, management tools
- Recurrent ministerial budget.
- Financial capacity – annual budget/ recurrent budget
- MOU signed with relevant partners

W

WEAKNESSES Resolve & Reduce

- Skills gaps and limited understanding of job descriptions
- Duplication of roles and responsibilities
- Inadequate staffing and staff overload
- Weak planning and reporting compliance
- Poor records and filing systems
- Lack of a Communication Officer
- Inadequate office space and infrastructure
- Lack of disability access and child-friendly spaces
- Gender imbalance
- Unclear reporting lines and leadership arrangements
- Absence of an MYJCS Act and Regulations
- Insufficient provincial vehicles and facilities
- Weak collaboration with some sector agencies
- Decentralisation challenges and service delivery constraints

O

OPPORTUNITIES Exploit & Expand

- Improved resource sharing across programmes
- Improved revenue collection mechanisms
- Better collaboration between DWA, CCRC and Disability Desk
- New sports development initiatives
- Establishment of Youth Training, Rehabilitation and Counselling Centres
- Expansion of provincial service delivery
- Continued donor support and technical assistance
- Infrastructure programmes funded by development partners
- Community support through local governance systems
- Political commitment to social and youth development
- Recognition of culture and Christian values
- Joint projects and funding opportunities
- Innovative approaches to youth empowerment and development
- Strengthened partnerships and decentralisation opportunities

T

THREATS Avoid & Prevent

- Political instability and interference
- Declining budget allocations and limited access to new budget proposals
- Dependence on donor funding and economic uncertainties
- Natural disasters and climate change impacts
- Rapid population growth and increasing service demands
- Public health emergencies and pandemics (COVID-19 pandemic)
- Community disputes, particularly land-related matters
- Economic instability and donor dependency
- Changes in government priorities
- Cultural norms and ceremonies affecting leadership and service delivery
- Weak collaboration with some sector agencies
- Government restructuring and institutional reforms affecting mandates and resources

ENVIRONMENTAL SCAN – INTERNAL AND EXTERNAL FACTORS

INTERNAL FACTORS (Within Our Control)

STRENGTHS (Build & Enhance)

- Internal policies and procedures in place
- Effective organisational structure
- Recruitment of executive positions
- Young, productive, bilingual and multilingual workforce
- Capacity-building programmes and staff training
- Availability of sports facilities
- Strong ICT systems and digital platforms
- Strategic direction and corporate planning frameworks
- Annual recurrent and ministerial budget allocations
- Internships and emerging workforce talent

WEAKNESSES (Resolve & Reduce)

- Skills gaps and limited understanding of job descriptions
- Duplication of roles and responsibilities
- Inadequate staffing and staff overload
- Weak planning and reporting compliance
- Poor records and filing systems
- Lack of a Communication Officer
- Inadequate office space and infrastructure
- Lack of disability access and child-friendly spaces
- Gender imbalance
- Unclear reporting lines and leadership arrangements
- Absence of an MYJCS Act and Regulations
- Insufficient provincial vehicles and facilities
- Challenges associated with some decentralisation implementation
- Weak collaboration with some sector agencies

EXTERNAL FACTORS (Outside Our Control)

OPPORTUNITIES (Exploit & Expand)

- Continued donor support and technical assistance
- Infrastructure programmes funded by development partners
- Community support through local governance systems
- Political commitments to social and youth development
- Recognition of culture and Christian values
- Innovative approaches to youth initiatives
- Expansion of provincial services delivery
- Improved revenue collection mechanisms
- Better collaboration between DWA, CCRC and Disability Desk
- New sports development initiatives
- Establishment of Youth Training and Rehabilitation Centres

THREATS (Avoid & Mitigate)

- Political instability and interference
- Declining budget allocations and limited access to new budget proposals
- Dependence on donor funding and economic uncertainties
- Natural disasters and climate change impacts
- Rapid population growth and increasing service demands
- Public health emergencies and pandemics (COVID-19 pandemic)
- Community disputes, particularly land-related matters
- Economic instability and donor dependency
- Changes in government priorities
- Cultural norms and ceremonies affecting leadership and service delivery
- Weak collaboration with some sector agencies
- Government restructuring and institutional reforms affecting mandates and resources



OUR COMMITMENT:

Together, we build on our strengths, address our weaknesses, seize opportunities, and manage threats to deliver justice, empower youth, strengthen communities, and contribute to a safe, inclusive and prosperous Vanuatu.

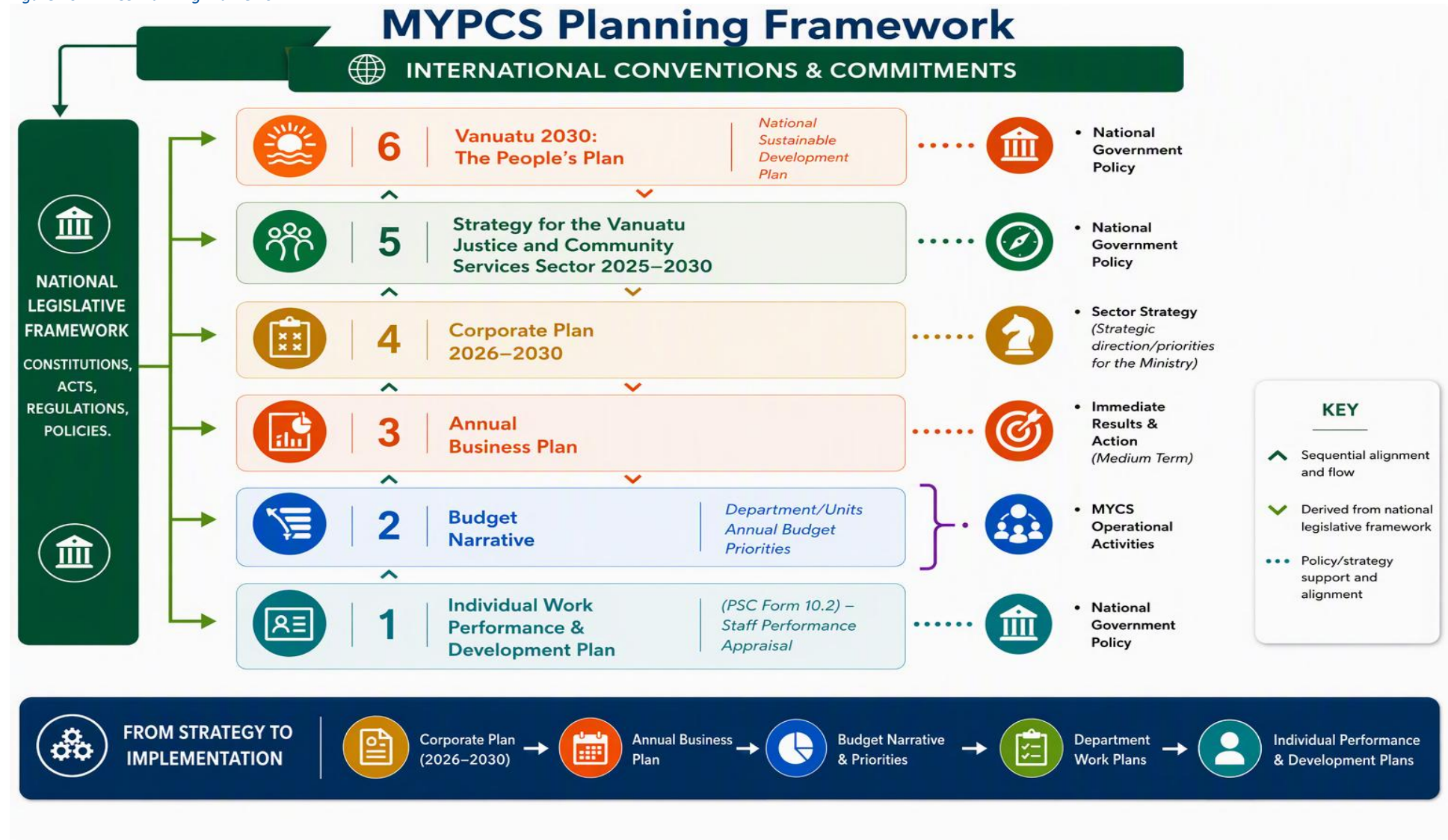
Building Strong Communities,
Advancing Justice, and Empowering
Youth for a Resilient Vanuatu.





Strategic Directions

Figure 10: MYJCS Planning Framework



FROM STRATEGY TO IMPLEMENTATION

Corporate Plan (2026–2030)

→

Annual Business Plan

→

Budget Narrative & Priorities

→

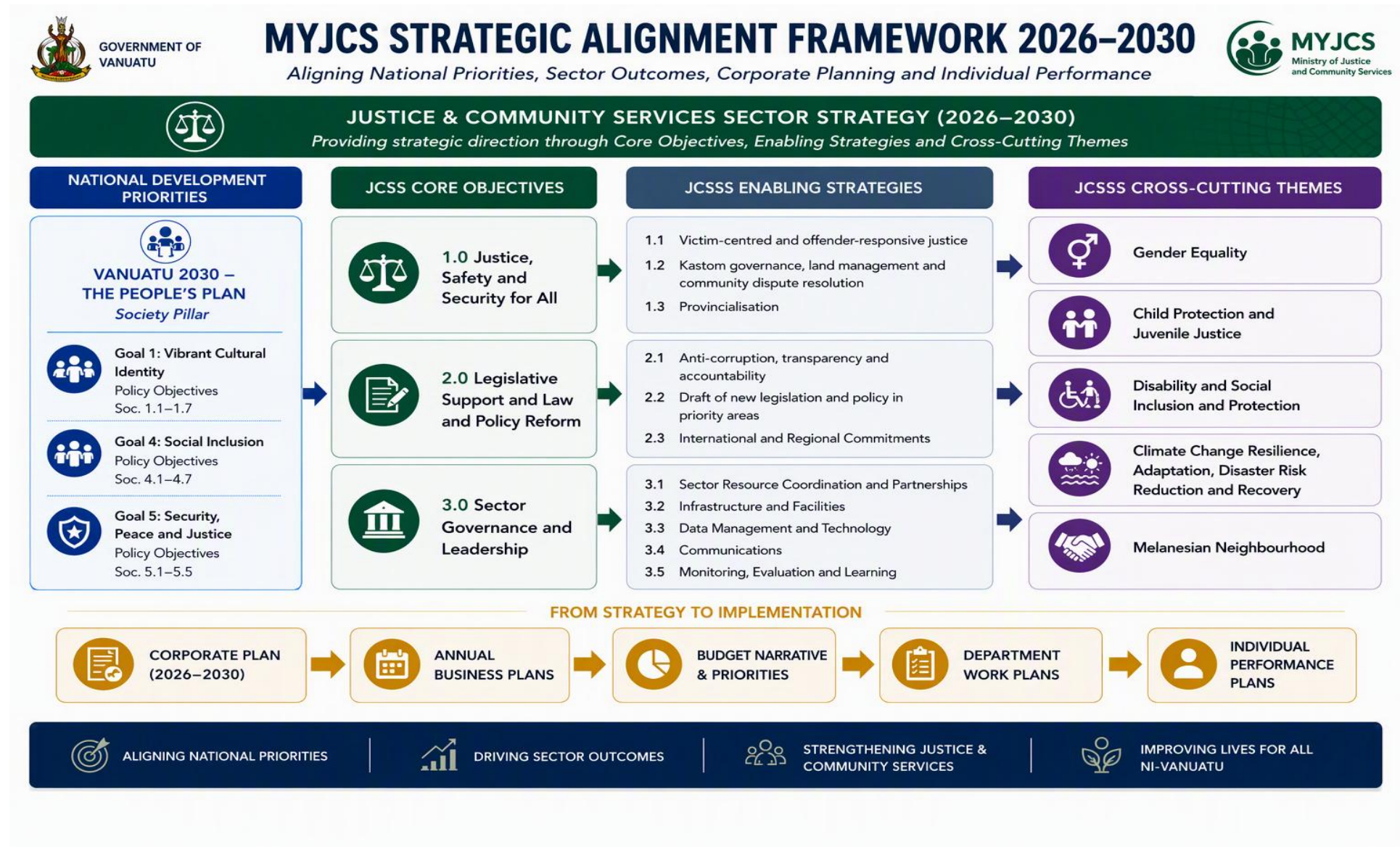
Department Work Plans

→

Individual Performance & Development Plans



Figure 11: JCS Strategic Direction Framework





STRATEGIC PROGRAMMES & AGENCIES INDEX

Figure 12: Corporate Plan Matrix Index

Corporate Plan Matrix Index

 Portfolio Area	 Agency / Entity	 Programme Code	 Primary Strategic Focus	 Page
GOVERNANCE & LEADERSHIP	Office of the Minister	MJA	Policy leadership, Cabinet coordination & oversight	20
GOVERNANCE & LEADERSHIP	Director General & CSU	MJA	Corporate governance, HR, finance & planning	23
GENDER EQUALITY	Department of Women's Affairs	MJB	Women's empowerment & GBV prevention	28
JUSTICE & REHABILITATION	Department of Correctional Services	MJC	Rehabilitation & correctional services	39
CUSTOMARY JUSTICE	Customary Land Management Office	MJD	Land mediation & customary dispute resolution	45
LAW REFORM	Vanuatu Law Reform Commission	MJE	Legislative review & reform	49
HUMAN RIGHTS	National Human Rights Committee	MJG	Protection and promotion of human rights	54
DISABILITY INCLUSION	National Disability Desk	MJH	Disability rights & accessibility	57
CHILD PROTECTION	National Child Desk	MJI	Child rights & welfare services	64
ACCOUNTABILITY	Land Ombudsman Office	MJJ	Investigation of land-related complaints	67
YOUTH & SPORT DEVELOPMENT	Department of Youth & Sports Development	MJM	Youth engagement & empowerment, Sport Participation	71
YOUTH LEADERSHIP	Youth Development	MJN	Youth participation and leadership	87
SPORTS DEVELOPMENT	Sports Development	MJM	Sports development & infrastructure	96
TRADITIONAL GOVERNANCE	Malvatumauri Council of Chiefs	CDA1–CDA3	Custom governance & cultural leadership	107



MYJCS Corporate Plan Matrix

The Office of the Minister – Cabinet

Table 2: The Office of the Minister – Cabinet

Strategic Objective for Cabinet (JCSSS 2025 – 2030)	Justice, Safety and Security for All Develop and implement evidence-based collaborative strategies that address barriers to community safety, security and access to justice and community services in all provinces Legislative Support and Law and Policy Reform Establish and implement a prioritized schedule of law reform across the sector to enable improvements to justice and community services Sector Governance and Leadership Implement the sector-wide governance mechanism (the Sector Leadership Group) with ultimate responsibility for the overarching coordination, implementation, monitoring of and reporting on progress of this JCSSS 2024-2030			
NSDP Policy Objectives & Targets	Society Pillar Goal 1: Social Inclusion, Policy Objective Soc 1.1 – 1.7, Goal 4: Social Inclusion, Policy Objective Soc 4.1 – 4.7 & Goal 5: Security Peace and Justice, Policy Objective Soc 5.1 – 5.5.			
Ministry Policy	- National Gender Equality Policy (NGEP) - National Disability Inclusive Development Policy (NDIDP) - Vanuatu National Child Protection Policy (VNCPP) MYJCS Child-Safeguarding Policy			
Objectives	1. Improve Access to Justice, Youth, Sport and Community Services			
Program	MJA – Ministry of Justice, Youth & Community Services (Cabinet Support) Activity: MJAA - Cabinet			
Objective	1. Improve Access to Justice Services, Youth, Sport and Community Services			
Outcome	Improved availability, accessibility, and effectiveness of justice, youth, sport and community services for all citizens inclusively, particularly women, children, youth, persons with disabilities, and vulnerable populations			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures



Ministry of Youth, Justice and Community Services Corporate Plan 2026 – 2030



1.1. Provide strategic policy direction and oversight for the implementation of national priorities across the MJYCS sector (070 – Cabinet Support)¹	1.1.1. Annual sector priorities approved and monitored	Minister, Cabinet, DG	2026 - 2030	Changing government priorities and policy direction Align ministry priorities with national development plans and government priorities
	1.2.1. Increased budget allocation and funding secured annually	Minister, Cabinet, DG, MFEM	2026–2030	Budget constraints and competing national priorities Develop evidence-based budget submissions and strengthen donor engagement
	1.2.2. Provide support in securing funding for retired and resigned Courts staff	Minister, Cabinet, DG, Courts & MFEM	2026–2030	Budget constraints and competing national priorities Develop evidence-based budget submissions
1.3. Review, endorse, and advance legislative reforms supporting justice, youth, women, children, disability, and community development	1.3.1. Priority legislative reforms, legislation drafts submitted for Cabinet and Parliamentary consideration	Minister, Cabinet, agencies and State Law Office	2026–2030	Legislative delays and competing legislative agenda Early consultation and legislative planning with relevant stakeholders

¹ Cost Center under Program MJA and Activity MJAA, to implement the activities the funding will be provided from this cost center.



(07AA – Cabinet Support)¹				
1.4. Facilitate strategic partnerships with development partners, civil society, churches, and private sector stakeholders (07AA – Cabinet Operations)¹	1.4.1. Number of active partnerships increased annually	Minister, DG, Agency Heads	2026–2030	Limited stakeholder engagement and partnership coordination Establish partnership frameworks and regular stakeholder forums
1.5. Endorse and support infrastructure and institutional strengthening initiatives to improve service accessibility (07AA – Cabinet Operations)¹	1.5.1. Priority infrastructure and institutional projects approved and implemented	Cabinet, Minister, DG, Agencies and Donor Partners	2026–2030	Delays in project implementation and funding shortages Strengthen project planning, monitoring, and resource mobilization
1.6. Support implementation of decentralization policies through strategic decisions and resource allocation (07AA – Cabinet Operations)¹	1.6.1. Provincial service delivery expansion approved and funded	Cabinet, Minister, DG, Agencies and Donor Partners	2026–2030	Insufficient resources to support provincial expansion Implement phased decentralization and leverage development partner support
	1.6.2. Securing of land in all provinces for infrastructures including provincial hubs, Courts and Correctional Centers and sporting facilities	Cabinet, Minister, DG, Agencies and land owners and stakeholders	2026–2030	Insufficient resources to support provincial expansion Implement phased decentralization and leverage development partner support



Director General's Office – Corporate Services Units (CSU)

Table 3: Director General's Office – Corporate Services Units (CSU)

CSU Strategic Objective (JCSSS 2025 – 2030)	1. Justice, Safety and Security for All Develop and implement evidence-based collaborative strategies that address barriers to community safety, security and access to justice and community services in all provinces 2. Legislative Support and Law and Policy Reform Establish and implement a prioritized schedule of law reform across the sector to enable improvements to justice and community services 3. Sector Governance and Leadership Implement the sector-wide governance mechanism (the Sector Leadership Group) with ultimate responsibility for the overarching coordination, implementation, monitoring of and reporting on progress of this JCSSS 2024-2030			
NSDP Policy Objectives & Targets	Society Pillar Goal 1: Social Inclusion, Policy Objective Soc 1.1 – 1.7, Goal 4: Social Inclusion, Policy Objective Soc 4.1 – 4.7 & Goal 5: Security Peace and Justice, Policy Objective Soc 5.1 – 5.5.			
Ministry Policy	1. National Gender Equality Policy (NGEP) 2. National Disability Inclusive Development Policy (NDIDP) 3. Vanuatu National Child Protection Policy (VNCPP) MYJCS Child-Safeguarding Policy			
Objectives	1. Strengthen the planning, development, maintenance, and management of ministry projects, infrastructure, facilities, and assets to support effective, accountable, and sustainable service delivery at all levels. 2. Strengthen and expand provincial service delivery systems to support the effective implementation of the Government's decentralization policy and improve equitable access to ministry services across all provinces.			
Program	MJA – Ministry of Justice, Youth & Community Services Activity: MJAB - Corporate Service Unit			
Objective	1. Strengthen Project Development, facility and asset management systems at national and provincial levels to ensure safe, functional, well-maintained, and accountable use of ministry infrastructure and resources.			
Outcome	Ministry projects, infrastructure, facilities, and assets are effectively planned, developed, maintained, and managed, ensuring accountable resource utilization and reliable service delivery across national and provincial levels.			
Key Activities	Output or Services Target	Responsibility within	Time Frame for	Delivery Risk Assessment and Mitigation



Ministry of Youth, Justice and Community Services Corporate Plan 2026 – 2030



		Ministry & Stakeholder Agencies by Position	Delivery	Measures
1.1. Review and restructure the CSU Organizational structure to capture PMU and Fit for Purpose. <i>(300 – 30AA – MoJCS Corporate Service Units)¹</i>	1.1.1. Restructure Approved and implemented 1.1.2. Implement approved review structure	DG' Office, CSU, OPSC	2026 - 2027	Delay in approval of restructure Revive the Infrastructure committee
1.2. Redesign and implement Infrastructure Development, Facilities and Asset Management Framework <i>(300 – 30AA – MoJCS Corporate Service Units)³</i>	1.2.1. Infrastructure Development, Facilities and Asset Management Framework approved and implemented	DG' Office, CSU. Agencies Development Partners	2026 – 2030	Delay in approval of restructure, and delay in recruitment of Project Officer. Revive the Infrastructure committee
Objective	2. Strengthen and expand provincial service delivery systems to support the effective implementation of the Government's decentralization policy and improve equitable access to ministry services across all provinces.			
Outcome	Government decentralization priorities are effectively implemented through strengthened provincial service delivery systems, resulting in improved access to justice, youth, women, children, disability, and community development services across all provinces			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures

¹ Cost Center under Activity MJAA site 300, To implement these activities, funding will be provided from this cost center.



Ministry of Youth, Justice and Community Services Corporate Plan 2026 – 2030



2.1. Develop a fully equipped National office and provincial hub in all 6 provinces to house all MJYCS Agencies (300 – 30AA – MoJCS Corporate Service Units) ³	2.1.1. MJYCS Office Building and 6 Provincial hubs established and operationalized by all Justice Agencies	CSU, Cabinet and Agencies, Donor Partners	2026 - 2030	Delays in policy approval and Financial Capacity to support the objective. Seek financial support from Partners or Agency support
2.2. Expand delivery of justice, youth, women, children, disability, and community development services in all provinces to community levels (300 – 30AA – MoJCS Corporate Service Units) ³	2.2.1. Support provided to local organizations providing Justice, Youth and Community Services	CSU, Cabinet and Agencies, Partners	2026 - 2030	Limited operational resources Integrate provincial and community service delivery into annual budgets
Objective	3. Strengthen corporate governance, resource management, and institutional support systems to enable effective, efficient, and accountable delivery of Justice, Youth, Sport and community services.			
Outcome	Robust corporate systems, resources, and support services enable MJYCS agencies and departments to effectively implement the Justice Sector Strategy, National Sustainable Development Plan (NSDP), and Ministry priorities.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1. Coordinate and strengthen strategic Planning, development, implementation, monitoring, and	3.1.1. Corporate Plan, Business Plan and Annual Reports completed and submitted on time	CSU – Planning & M&E, Agencies	2026 - 2030	Delayed reporting from departments and agencies Establish reporting schedules and accountability mechanisms



Ministry of Youth, Justice and Community Services Corporate Plan 2026 – 2030



reporting of the Ministry Corporate Plan, Business Plans, and Annual Reports (30AH - Monitoring & Evaluation)				
3.2. Coordinate effective human resource management services, development and learning to support workforce capability and succession planning (30AG - Capacity Development Unit)	3.2.1. Capacity Development Plan Implemented on full scale	CSU – Human Resources, Agencies, VIPAM, Donor Partners	2026 - 2030	Staff shortages and high turnover, and limited training budget Prioritize critical skills and seek development partner support
3.3. Strengthen financial management, budgeting, and resource allocation processes (30AJ - Finance Operations)	3.3.1. Budget submissions and financial reports completed on time	CSU – Finance, Agencies	2026 - 2030	Budget constraints and delayed funding releases Strengthen budget planning and expenditure monitoring
3.4. Improve procurement and contract management	3.4.1. Procurement plans implemented and compliance maintained	CSU – Procurement, Agencies and Donor Partners.	2026 - 2030	Procurement delays and compliance issues



systems to support program implementation (30AJ - Finance Operations)				Early procurement planning and staff capacity building
3.5. Strengthens Evidences base reporting and decision making through established Baseline data (30AH - Monitoring & Evaluation)	3.5.1. Established a systematic baseline date for ADR, CP and JCSSS, CD strategy.	CSU – M&E, Agencies and Stakeholders	2026 - 2030	Budget Availability and Unforeseen Activity.





Department of Women's Affairs

Table 4: Department of Women's Affairs

DWA Strategic Objective (JCSSS 2025 – 2030)	Gender Equality Implement the National Gender Equality Policy 2020-2030 to promote respect and equal rights, opportunities and responsibilities			
NSDP Policy Objectives & Targets	Society Pillar – Goal 4, Policy Objectives 4.2, 4.5 & 4.6. Target 4.2 - By 2030 increase (on reporting) by 10% 4.5 - By 2030 50% increase 4.6 - By 2030 50% increase			
Ministry Policy	1. National Gender Equality Policy (NGEP)			
Objectives	1. Eliminating discrimination and violence against women and girls 2. Enhancing women's economic empowerment and skills development 3. Advancing women's leadership and political participation 4. Strengthening the foundation for gender mainstreaming 5. Fostering gender responsive and community-driven solutions to climate and disaster resilience			
Program	MJB – Department of Women's Affairs Activity: MJBA - Women's Affairs			
Objective	1. Eliminating discrimination and violence against women and girls			
Outcome	Peace, protection and security among families			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures



1.1 Develop a national framework and action plan on ending violence against women and girls (08AA - Policy Section)	1.1.1. A National Framework and Action Plan on EVAWG with agreed messaging and principles developed by sector partners	Lead: MYJCS – Dir/ General DWA – Director & EVAWG Coordinator VPF – FPU Head Support: MoH, MoET Malvatumauri, UN Women, VWC, VCC	2026	Risk: Framework's risk becoming "paper-only" if they are not integrated into the national budget; Lack of coordination by (DWA) resulting in overlapping or contradictory efforts across different ministries. Mitigation: All government department to include VAWG-related activities as "core deliverables" in their ABPs and link to budget; Elevate DWA's role through a specific Act of Parliament giving DWA the "political teeth" to hold other ministries accountable for their contributions to the NGEP.
1.2 Enact new Penal Code in compliance with CEDAW and other international conventions on the criminalization of abuse, exploitation and other offences against women and children (08AA - Policy Section)	1.2.1. Amendments to the Penal Code drafted by Parliament	Lead: MYJCS – Minister, Dir/ General DWA – Director & EVAWG Coordinator Support: LRC. SLO, VPF UNFPA	2028	Risk: When enacted the rural communities will continue to settle serious offenses (like sexual assault) through kastom ceremonies which often result in perpetrators escaping criminal justice. Mitigation: Engage the VLRC to produce simplified, Bislama-translated guides and radio programs to ensure the public understands their rights and what constitutes a crime under the new code
1.3 Develop a zero-tolerance policy on gender-based discrimination and	1.3.1. Zero tolerance policy developed and operationalized throughout all Ministries	Lead: MYJCS – Dir/ General DWA – Director & EVAWG	2030	Risk: Many employees view such behaviors as "normal," leading to a high rate of non-reporting; Departments adopt the policy to meet national requirements without actually



violence in the public service (08AA - Policy Section)		Coordinator, WEE Coordinator OPSC – Compliance Unit Support: All Ministries		implementing the necessary grievance mechanisms. Mitigation: Use the PS Act to mandate merit-based promotions and clear disciplinary procedures for GBDV, making the policy legally enforceable across all ministries; Launch the MSDP spelling out the steps to handle workplace disclosures, ensuring survivors receive confidential support.
1.4 Conduct comprehensive legislative reforms and amendment to specific relevant law. (08AA - Policy Section)	1.4.1. Bills and amendments to legislation identified under this Priority Action introduced in Parliament ▪ Review the Family Protection Act 2008 ▪ Review the Matrimonial Causes Act [CAP 192] ▪ Amend the Control of Marriage Act [CAP 45] ▪ Amend the Employment Act [CAP 160] ▪ Review the Maintenance of Children Act [CAP 46] ▪ Review of Maintenance of Family Act [CAP 42] ▪ Progress discussions with Malvatumauri on equality between women and men in regards to customary land rights	Lead: MYJCS – Minister, Dir/ General, HRC DWA – Director VLRC – Secretary Court – Chief Registrar MNCC – CEO Support: All Justice agencies, MoIA, Department of labour, VPF	2030	Risk: Even reformed laws have high cost of legal fees and the geographic isolation of many islands mean women may still rely on Chiefly Courts that prioritize family reconciliation over the individual safety and rights of women and children. Mitigation: Expand the presence of the PSO and the VWC to the provincial level to ensure rural women can actually file for protection or maintenance orders; Train local chiefs AAs on how to handle family disputes in a way that respects custom without violating the FPA.



	under the Customary Land Management Act No.33 of 2013.			
1.5 Strengthen referral and case management system for survivors of physical and sexual violence (08AA – Policy Section, 08BA – Tafea, 08BB – Shefa, 08BC – Malampa, 08BD – Penama, 08BE – Sanma, 08BF – Torba)	1.5.1. Multiservice delivery protocols, standards and referral pathways developed	MYJCS – Minister, Dir/ General, HRC DWA – Director MoH – Director Planning VPF – Head of FPU Support: VWC, VFHA UNFPA, UNWOMEN All sectors	2026	Risk: If standard protocols are not strictly followed, leaked information can lead to further harm for the survivor; High social acceptance of violence can justify for a partner to beat women resulting in survivors not coming forward. Mitigation: Adherence to "Do No Harm" Principles;
Objective	2. Enhancing women's economic empowerment and skills development			
Outcome	An educated, diverse and productive workforce contributing to family prosperity			
Key Activities	Output or Services Target	Responsibility within Ministry Stakeholder Agencies Position & by	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1 Promote female and male participation in non-traditional industries and sectors (e.g. agriculture, fisheries and construction for women; tourism,	2.1.1. Proportional increase in male and female participation in non -traditional work 2.1.2. Proportional increase in male and female students in	Lead: MoET MALFB, MoH (College of Nursing) Support: DWA, DoL	2030 2030	Risk: Women are at a higher risk of bullying, sexual harassment and workplace discrimination; Women still be expected to perform 100% of household and childcare duties resulting in physical burnout.



creative industries, nursing and teaching for men) <i>(08AA – Policy Section, 08BA – Tafea, 08BB – Shefa, 08BC – Malampa, 08BD – Penama, 08BE – Sanma, 08BF – Torba)</i>	Vanuatu Nursing College and Teachers College	DoTourism. DoIndustries, VSP, Registered training Providers, USP Private sector All sectors and partners		Mitigation: Provide targeted scholarships and quotas for women in technical trades and men in care-giving and primary education programs; Produce campaigns featuring successful female builders or male nurses; Encourage industries like tourism and construction to adopt flexible hours or on-site childcare supports for female workers.
2.3 Conduct social research on gender impacts of labor mobility on family relations, household decision making and financial management, unpaid care work, GBV (including financial abuse) and community wellbeing and cohesion <i>(08AA - Policy Section)</i>	2.3.1. A gender study on the impacts of labour mobility conducted in multiple sites/ provinces	Lead: Department of Labour - Commissioner Support: DWA, DLA CARE, Vanuatu Seasonal Workers Group, NZ Govt, RSE workers Australian Govt (PLS)	2027	Risk: When women are about financial abuse or family decision-making, this may trigger physical violence from partners who feel their authority or control over remittances is being challenged. Mitigation: Apply Do No Harm principles and conduct interviews in safe, private locations with same-sex researchers; Present the study broadly as "Family Wellbeing and Labor" rather than "GBV and Abuse" to avoid potential abusers in the community.
Objective	3. Advancing women's leadership and political participation			
Outcome	Shared decision making and responsible governance and management of available resources			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures



3.1 Develop a national action plan to articulate a realistic, practical and timebound roadmap for increasing women's representation in parliament (08AA - Policy Section)	1.1.1. A national action plan on women's representation in parliament developed	Lead: MYJCS – Dir/General DWA – Director & WILPP Coordinator Support: Oxfam, NYC VCC, VNCW, Balance of Power, all partners	2026	Risk: Cultural Resistance that women are allowed in the nakamal, Financial Exclusion where women have no funds to compete in campaigns, Tokenism in Temporary Special Measures Mitigation: Work with MNCC to address cultural perspectives; Encourage political parties to adopt voluntary quotas and provide formal roles for women within party executive structures; political parties to establish dedicated funding pools or "gender-responsive" campaign support to help female candidates compete.
3.2 Increase women's participation in decision making processes of national, provincial and municipal level committees and taskforces (08AA - Policy Section)	3.2.1. Percentage of women in national, provincial and municipal committees and taskforces	Lead: OPSC – Secretary DLA - Director Support: DWA, VBOS	2030	Risk: Women may face opposition or a lack of legitimacy in the eyes of male peers and traditional leaders; A lack of standardized databases for qualified female professionals and women community leaders making it difficult to nominate women, leading to the same few individuals being overstretched across multiple bodies. Mitigation: Partner with the MNCC to sensitize traditional leaders on the benefits of women's inclusion, framing it as a community asset rather than a challenge to Use PGEATs to identify and mentor local women leaders, ensuring representation is not limited to urban centers only;



3.3 Support churches and political parties to adopt gender responsive and socially inclusive policies and practices <i>(08AA - Policy Section)</i>	3.3.1. Number of churches and political parties with gender and social inclusion policies	Lead: VEO – PEO DWA – Director and WILPP Coordinator	2030	Risk: Gender equality can be perceived as a western ideology that contradicts certain interpretations of Christian scripture; Parties or churches may adopt gender policies to satisfy donors or national requirements without genuine commitment. Then women remain in supporting roles rather than leadership. Mitigation: Frame gender equality within Christian theology; Conduct studies addressing public attitudes toward women's political leadership
	3.3.2. Number of political parties endorsing women and people with disabilities as candidates for the general election	Support: VCC Political parties VNCW, Faith-based Organizations, Balance of Power, UNWOMEN, Media		
Objective	4. Strengthening the foundation for gender mainstreaming			
Outcome	Gender responsive policies, programs and services			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
4.1 Develop an implementation plan for DSPPAC to lead the whole-of-government agenda on gender mainstreaming <i>(08AA - Policy Section)</i>	4.1.1. A gender mainstreaming implementation plan developed by DSPPAC	Lead: DSPPAC – Director and Social Analyst	2026	Risk: Lack of sustained political will, caused to limited understanding among power holders of how gender equality directly impacts sustainable development goals; lack of a robust M&E framework and expertise to track progress across multiple ministries Mitigation: Leveraging DSPPAC and OPSC’s position within the PMO to provide the authority necessary for Ministries to prioritize
		Support: MYJCS, Line ministries Provincial Government		



		Municipal and Area Councils		gender reporting in their business plan; Link gender indicators directly to the NSDP Monitoring and Evaluation Framework. Make it a core Indicator in the ADRs making it a mandatory requirement rather than an option.
4.2 Ensure Provincial and Municipal Strategic Development Plans contain clearly articulated objectives and strategies on gender equality, disability inclusion and child protection <i>(08AA – Policy Section, 08BA – Tafea, 08BB – Shefa, 08BC – Malampa, 08BD – Penama, 08BE – Sanma, 08BF – Torba)</i>	4.2.1. All Provincial and Municipal Strategic Development Plans contain objectives and strategies on gender equality, disability inclusion and child protection	Lead: DLA - Director Provincial governments Municipal Councils Support: DWA, Child Desk, Disability Desk, DSPPAC MYJCS	2026	Risk: If provincial councils do not own these strategies, they may remain on paper without active implementation; Many provincial administrations lack technical expertise in disability inclusion or child protection to guide the drafting process on the “how-to” steps in their plans. Mitigation: Align provincial plans with the MYJCSSS 2025-2030 ensuring that GEDSI and child protection are treated as cross-cutting enablers of justice and safety rather than isolated tasks.
4.3 Complete an analysis of Gender Responsive Budgeting of 5 Ministries and draw on the findings to develop GRB Guidance Note for GRB to be implemented in all Ministries	4.3.1. GRB analysis conducted and report prepared by DWA	Lead: DSPPAC – Director and Social Analyst DWA – Director & Programs Manager DoFT – Director & Analyst Support:	2026	Risk: MFEM views GRB as a social issue rather than a core financial reform. Without MFEM leadership, line ministries may deprioritize the guidance note as an external mandate from the Department of Women's Affairs; A lack of SADDD across all ministries makes it difficult to move actual quantified budget analysis. Mitigation: MFEM to include mandatory GRB instructions in the official Budget Circular. This



(08AA - Policy Section)		MoCC, MLNR, MoET MAFLB, DLA, UNDP		requires all line ministries to provide gender impact justifications for new spending proposals before their budgets can be approved; Smart Stream to introduce gender budget tags. This allows MFEM to track gender-related expenditures automatically across all government entities.
4.4 Develop and implement gender statistics road map for monitoring and reporting on CEDAW and gender outcomes of NSDP and this policy (08AA - Policy Section)	4.4.1. Gender statistics road map developed by VBOS and DWA 4.4.2. 6th CEDAW Progress Report completed by DWA and submitted to CEDAW Committee	Lead: VBOS – Director & Social Statisticians DWA – Director & Programs Manager Support: SPC	2026 2027	Risk: Fragmented data collection across different ministries and provinces leads to "inconsistent collection" and limited data sharing, undermining national monitoring efforts Mitigation: Integrate the roadmap indicators directly into the NSDP M&E Framework ensures they are tracked with the NSDP; VBOS to use the NSDP Data Portal to help consolidate indicators from across government into a single, accessible platform; Develop Provincial Gender Equality Action Plans to monitor targets, making data collection more relevant to community needs.
4.5 Improve the collection, analyses, reporting and sharing of gender disaggregated data and information products for decision making (08AA - Policy Section)	4.5.1. NSDP Indicators Database contains gender disaggregated data and the database is accessible by government ministries	Lead: VBOS – Director & Social Statisticians DWA – Director & Programs Manager	2027	Risk: A lack of standardized methodologies across different agencies and provinces often leads to inconsistent data that is difficult to compare or use for long-term national monitoring; Many frontline staff at the provincial level may lack the training to correctly collect and analyze SADD data, leading to inaccurate reporting.



		Support: MYJCS DSPPAC UNFPA, All sectors		Mitigation: GJPC to standardize Assessment Tools (One-pager) for assessment teams across all sectors collect SADDD in a consistent manner during disasters.
Objective	5. Fostering gender responsive and community-driven solutions to climate and disaster resilience			
Outcome	Enhanced safety, dignity and rights for all, and families are better informed and organized			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
5.1 Allocate budgets for gender analysis and specific activities that enhance gender outcomes of government and externally funded adaptation, mitigation and disaster risk management projects <i>(08AA - Policy Section)</i>	5.1.1. Projects funded through international climate and disaster finance have a dedicated budget allocation for gender and social inclusion activities that align with strategic areas of the NGEP	Lead: DoCC – Director DoEnergy – Director NDMO – Director DSPPAC – Director Support: Ministry of Foreign Affairs, Dept of Finance and Treasury, DWA	2030	Risks: May lead to extra burdens on women—expecting them to lead community coping strategies with no necessary resources or authority; Funding may be "gender-tagged" on paper but lack accountability and disconnection between national policies and local implementation; Changes in household economic stress can increase risks of GBV. Mitigation: Provide capacity training for sectors and GFP to develop actionable budgeting and planning; Provide Direct Funding for Women's Groups; Activities must ensure both spouses agreement to participate
5.2 Improve coordination, function and operation of the Gender and Protection	5.2.1. PDCCCs, MDCCCs and CDCCCs identifying and actioning issues on GBViE, child	Lead: MJYCS – Dir/General NDMO - Director	2029	Risks: Local authorities' decision between participating in critical training and fulfilling



Cluster through development and application of standard tools and procedures, and strengthening its role and presence at the provincial, municipal and community levels <i>(08AA – Policy Section, 08BA – Tafea, 08BB – Shefa, 08BC – Malampa, 08BD – Penama, 08BE – Sanma, 08BF – Torba)</i>	protection and disability inclusion issues	Support: Provincial Governments Municipal and Area Councils, VCC, PDCCCs, DCCCs, CDCCCs, UNFPA, CARE, UNWOMEN		their regular operational duties; "Do No Harm" principles are not applied in assessments. Mitigation: GP issues are mainstreamed into these existing coordination bodies to reduce the meeting burden on provincial staff; Apply GBV Referral Pathways for frontline responders to support survivors.
5.3 Fund and support women-led initiatives that contribute towards low carbon growth and adaptation strategies in food, water, health and energy security <i>(08AA - Policy Section)</i>	5.3.1. Women-led initiatives on low carbon growth and adaptation, mitigation and Loss and Damage strategies funded and implemented by government and non-government partners	Lead: DoCC - Director DoEnergy - Director NDMO - Director MAFFLB - Director DWR - Director MoH - Director ORCBDS – Director Support: DWA, All sector partners	2030	Risks: Many women-led groups struggle with the process of applying and meeting reporting requirements of international climate funds; Women excluded from decision makings Mitigation: Use the Women's Peace and Humanitarian Fund or subgrants targeting local civil society; Direct partnership with DWA will ensure all externally funded projects are examined by the DWA and ensuring that project outcomes align with the NGEP



Department of Correctional Services

Table 5: Department of Correctional Services

Correctional Services Strategic Objective (JCSSS 2025 – 2030)	Victim-centred and offender-responsive justice Deliver justice and community services which consider victims interests, including protection of the rights of victims (in line with Vanuatu's National Survivor-Victims Charter and associated commitments) and offenders (including the prevention, rehabilitation and reintegration of offenders in line with the Correctional Services Act 2006 and other relevant legislation)
NSDP Policy Objectives & Targets	Society Pillar – Goal 5, Policy Objectives – 5.3 Target 5.3 - Total number of correctional officers per 100 detainees By 2030 increase by 30%
Ministry Policy	NA
Objectives	1. Provide effective correctional services to detainees, ensuring rehabilitation and reintegration support. 2. Deliver probation services that support offender rehabilitation and reduce re-offense. 3. To develop staff capacity to ensure effective, professional, and humane management of inmates.
Program	MJA – Department of Correctional Services Activity: MJCA - Correctional services
Objective	1. Provide effective rehabilitation and reintegration support to inmates.
Outcome	By 2030, improve offender rehabilitation and reintegration through effective correctional, probation, and rehabilitation services.



Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1. Conduct life skill training including joinery, welding, farming and relevant skills development programs to support inmates. <i>(2505 – Port Vila center, 2502 – Center north, 2508 – Tafea correction services)</i>	1.1.1. At least 80% of eligible inmates participate in structured rehabilitation programs, with participation and completion rates monitored and reported annually.	Corrections Rehabilitation Unit	2026 -2030	Inmates locked up – due to raising issues may affect the roll out of the rehabilitation activities. Only those involved in any incident will be locked up
1.2. Conduct Counseling for detainees with mental issues & any other inmates where necessary <i>(2505 – Port Vila center, 2502 – Center north, 2508 – Tafea correction services)</i>	1.2.1. 100% of detainees screened for mental health needs upon admission, with at least 85% of those identified receiving regular counseling (minimum one session per month), and progress reports compiled quarterly to monitor	Corrections Rehabilitation Unit	2026 -2030	Inmates locked up – due to raising issues may affect the roll out of the rehabilitation activities. Only those involved in any incident will be locked up



	outcomes and service coverage.			
1.3. Conduct parade skill to inmates to promote discipline. <i>(2505 – Portvila center, 2502 – Center north, 2508 – Tafea correction services)</i>	1.3.1. At least 85% of inmates regularly participate in structured parade drill sessions, with documented improvements in discipline and compliance levels assessed every six months over the five-year period.	Corrections Rehabilitation Unit	2026 -2030	Inmates locked up – due to raising issues may affect the roll out of the rehabilitation activities. Only those involved in any incident will be locked up
Objective	2. Deliver probation services that support offender rehabilitation and reduce recidivism or re-offending.			
Outcome	By 2030, improve offender rehabilitation and reintegration through effective correctional, probation, and rehabilitation services.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures



2.1. Train and appoint people in leadership roles in the community as volunteers who act as Community Justice Supervisors (CJS) to the parolee or inmate who have been reintegrated back into community. <i>(2503 – Probation Services North, 2506 – Probation Services South)</i>	2.1.1. A minimum of 10 community leaders trained and formally appointed each year as Community Supervisors, ensuring that at least 80% of parolees or reintegrated inmates are supported through structured community supervision, with monthly monitoring reports and annual performance reviews conducted.	Probation Unit	2026 -2030	Community members may refuse to take up volunteer role as life is becoming difficult, people need cash for daily family support. Incentives is provided to CJS to boost their morale to continue to provide supervision support to the parolees
2.2. Provide client pre-sentence reports to court upon request. <i>(2503 – Probation Services North, 2506 – Probation Services South)</i>	2.2.1. All pre-sentence report requests received from the courts are prepared, quality-checked, and submitted within 10 working days, with at least 95% meeting established standards for completeness and accuracy, monitored and reported quarterly.	Probation Unit	2026 -2030	Case-load versus staffing may delay report submission. Cases are allocated to each staff to avoid delay in submission



2.3. Manage sentence of parolees – or those who have been integrated back to society <i>(2503 – Probation Services North, 2506 – Probation Services South)</i>	2.3.1. 100% of parolees are assigned case management plans upon release, with at least 90% complying with supervision conditions, supported by regular (monthly) check-ins and quarterly progress reviews to track reintegration outcomes and reduce reoffending.	Probation Unit	2026 -2030	Delay in home visit may affect activity. Proper planning and budget allocation for home visit
2.4. Under take Court Servicing & Court Tours <i>(2503 – Probation Services North, 2506 – Probation Services South)</i>	2.4.1. All court servicing functions are carried out in accordance with operational standards and schedules, while a minimum of 3 court tour per quarter is conducted to promote public awareness, with at least 80% positive feedback from participants, monitored annually.	Probation Unit	2026 -2030	Court tours traveling cost too high and no proper planning may affect implementation of this activity. Working with Courts for court tour schedule to allow proper logistics



2.5. Conduct Community Awareness on crime that can lead to imprisonment & the role of the Department of Corrections and the Probation Services. <i>(2503 – Probation Services North, 2506 – Probation Services South)</i>	2.5.1. A minimum of 3 community awareness session per month is delivered, ensuring at least 70% of targeted communities and clients are reached, with pre- and post-session feedback indicating improved awareness and understanding, monitored and reported annually.	Probation Unit	2026 -2030	Improper planning with Community may result in low participation of community members which may affect outcome. Prior arrangement and planning with community leaders
Objective	3. To develop staff capacity to ensure effective, professional, and humane management of inmates.			
Outcome	By 2030, staff capacity will be strengthened to ensure effective, professional, and humane management of inmates, demonstrated by improved staff performance, reduced security incidents, and increased compliance with correctional standards.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1. Under take Comprehensive Staff Capacity Development Program <i>(2501 – Office of the Director)</i>	3.1.1. At least 90% of correctional staff trained annually in core correctional competencies	Corporate Services – HR unit	2026 -2030	Lack of funds for training. Seeking funding to support training



Customary Land Management Office (CLMO)

Table 6: Customary Land Management Office (CLMO)

Customary Land Management Strategic Objective (JCSSS 2025 – 2030)	Kastom governance, land management and community dispute resolution mechanisms Implement relevant laws and regulations governing communal ownership of customary land (e.g. Custom Land Management Act), promotion, protection and preservation of traditional customs and culture in communities, and strengthening of links between formal and informal justice systems (in line with the Vanuatu Constitution and NSDP SOC 5.5)			
NSDP Policy Objectives & Targets	Society Pillar – Goal 1, 4 & 5 Policy Objectives - NA Target NA			
Ministry Policy	1. NA			
Objectives	1. Review CLMO organizational structure 2. Facilitate regular Nakamal meetings, Area land tribunals and appearing before the Island Court Land (ICL) 3. Issuance of Certificate of recorded interest in land accurately and effectively 4. Review CLM Act and Land Reform Act. 5. Ensure effective storage and management of land case data.			
Program	MJD - Customary Land Management Office (Activity: MJDA - Customary Land Management)			
Objective	1. Review CLMO organizational structure			
Outcome	Increase human Resources to effectively, efficiently carryout the office operation and to implement the customary land management Act and the Land Reform Act.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1. Review the CLMO organizational structure	1.1.1. Organizational Structure reviewed approved and implemented	NC, DG & PSC	2026	- Present before DG - Delay of approval - Regular follow up with DG& PSC



(84AA – CLMO Head Office Port Vila)				
Objective	2. Facilitate regular Nakamal meetings, Area land tribunals and appearing before the Island Court Land (ICL)			
Outcome	To resolve land disputes within the Republic of Vanuatu			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1. Facilitate regular Nakamal Meetings (84AB – Torba, 84AC – Penama, 84AD – Sanma, 84AE – Malampa, 84AG – Tafea, 84AA – CLMO Head Office Port Vila)	2.1.1. 80 Nakamal meetings	Custom land officers (CLOs), National Coordinator (NC)	2026 - 2030	- Insufficient operational funds - Increase CLMO Budget by VT 200 000 000
2.2. Facilitate Area Land Tribunal Hearings (84AB – Torba, 84AC – Penama, 84AD – Sanma, 84AE – Malampa, 84AG – Tafea, 84AA – CLMO Head Office Port Vila)	2.2.1. 25 Area land Tribunal	Custom land officers (CLOs), National Coordinator (NC)	2026 - 2030	- Insufficient operational funds - Improve adjudicators training and awareness - Increase CLMO Budget by VT 200 000 000
2.3. Appear before Island Court (84AH – Island Court Hearing)	2.3.1. 50 island court land appearance	NC	2026 - 2030	- Insufficient operational funds - Incomplete Island Court cases - Increase CLMO Budget by VT 200 000 000



Objective	3. Issuance of Certificate of Recorded Interest in Land properly and effectively			
Outcome	To ensure all land disputes are effectively resolved and declared by customary institutions through the process provide for under the CLM Act & LR Act			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1. Issuance of certificate of recorded interest in land <i>(84AA – CLMO Head Office Port Vila)</i>	To Issue 30 certificates of recorded interest in land	- Office of the National Coordinator (CLMO) - Office of the Attorney Generals (AG) - Courts (Judiciary)	2026 - 2030	- Delay of response from responsible stakeholders and agencies - Regular follow ups with responsible stakeholders and agencies
Objective	2. Review CLM Act and Land Reform Act.			
Outcome	To fast-track land dispute resolutions process			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1. Review CLM Act and Land Reform Act. <i>(84AA – CLMO Head Office Port Vila)</i>	4.1.1. CLM Act and Land Reform Reviewed, Approved and Implemented	NC, DG& Minister of Justice	2026 - 2027	- Insufficient budget for amendment consultation - Liaise with DG & Minister Of Justice to secure budget for consultation
Objective	3. Ensure effective storage and management of land case data.			
Outcome	To have a proper Database Management system			



Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
5.1. Ensure effective storage and management of land case data. <i>(84AA – CLMO Head Office Port Vila)</i>	5.1.1. Adequate Storage Space secured	DBO, SEO & CLOs	2026 - 2027	• Lack of filing space and facilities • Regular Inhouse training on filing
5.2. Registration of files <i>(84AA – CLMO Head Office Port Vila)</i>	5.2.1. 700+ files registered and safely stored	DBO & CLMO Team	2026 - 2030	• Lack of Human Resource • Regular follow ups on office organizational structure





Vanuatu Law Reform Commission (VLRC)

Table 7: Vanuatu Law Reform Commission (VLRC)

Law Commission Strategic Objective (JCSSS 2025 – 2030)	1. Legislative Support and Law and Policy Reform Establish and implement a prioritized schedule of law reform across the sector to enable improvements to justice and community services 2. Draft of new legislation and policy in priority areas Support the drafting, passage of and implementation of legislation and policy in priority areas, including through engagement of sector leaders with the Council of Ministers			
NSDP Policy Objectives & Targets	Society Pillar – Goal 4, Policy Objectives - NA Target NA			
Ministry Policy Objectives	NA			
Program	MJEА – Vanuatu Law Reform Commission Activity: MJEА - Law Reform Commission			
Objective	- Enhance the efficient delivery of legal review and reform functions. - Strengthen the quality and impact of legal review services. - Promote institutional excellence and credibility in law reform. - Enhance organizational security, resilience, and asset protection.			
Outcome	Timely and effective delivery of legal review and law reform priorities.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1. Develop new process to undertake legal review in a shorter period and of high-quality reports.	1.1.1. Review Process is developed, approved and implemented	VLRC Secretariat and Commission	2027 - 2030	Risk - Lack of Prioritizing Mitigating Measure- Proper planning



(85AA - Vanuatu Law Commission)				
1.2. Resource collaboration with Stakeholders (85AA - Vanuatu Law Commission)	1.2.1. Funding is made available for legal review and or consultations 1.2.2. Successful and strict implementation of updated VLRC TOR	VLRC and Stakeholders and donor partners.	2027-2030	Risk – Lack of funding Mitigating Measures- VLRC to request funding for legal review.
Objective	2. Strengthen the quality and impact of legal review services.			
Outcome	Improved quality, relevance, and influence of legal review services on legislative and policy outcomes.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1. Strengthen the quality and effectiveness of legal review services to support informed legislative and policy development. (85AA - Vanuatu Law Commission)	2.1.1. An established checklist for the legal review services in place. 2.1.2. At least two (2) general consultation per year 2.1.3. Consult diverse audience or focus groups 2.1.4. Establish a Database for legal review 2.1.5. Increase use of academic publications and literature reviews	VLRC Secretariat and major stakeholders	2026-2030	Risk • Lack of budget • Lack of expertise • Lack of access to Academic Literature • Lack of clarity and understanding of checklist Mitigation • Proper planning with stakeholders • Undertake (Refresher) Training



Ministry of Youth, Justice and Community Services Corporate Plan 2026 – 2030



2.2. Increased LRC assistance to policy papers and draft bills (85AA - Vanuatu Law Commission)	2.2.1. DCO and COM to endorse at least two (2) policy papers and two (2) draft bills per year	VLRC Secretariat, major stakeholders, DCO and COM	2026 -2030	Risk - Lack of political will - Financial constraints Mitigation - Enhance communication with stakeholders
Objective	3. Promote institutional excellence and credibility in law reform.			
Outcome	Enhanced institutional reputation, capability, and stakeholder confidence in law reform processes.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1. Improve accountability and efficiency (85AA - Vanuatu Law Commission)	3.1.1. Submitted timely reports 3.1.2. All reports produced by the Commission to be publish online/ VLRC Website	VLRC Secretariat	2026 -2030	Risk - Incorrect recording Mitigation - Proper records
3.2. Develop and implement institutional strengthening initiatives (85AA - Vanuatu Law Commission)	3.1.1. Institutional development plan implemented	VLRC Secretariat	2026 -2030	Risk - Lack of expertise Mitigation - Conduct CLE - Encourage further trainings



1.3. Advance visibility through Improve stakeholder engagement and communication (85AA - Vanuatu Law Commission)	3.3.1. Increase amount of awareness through mediums of communication 3.3.2Timely publication of Issues/Discussion papers and Reports	VLRC Secretariat	2026 -2030	Risk • Miscommunication and misrepresentation • Delay of completion papers Mitigation • Clear Communication guideline • proper planning
1.4. Increase the number of completed legislative reviews and new initiatives in a timely manner (85AA - Vanuatu Law Commission)	3.4.1. At least two (2) legal review completed per year	VLRC Secretariat, major stakeholders	2026 -2030	Risk • Natural disasters • Lack of consultation budget • Lack of political will • Lack of support from stakeholders Mitigation • Use of ICT materials for consultations and to enhance the visibility of the Commission
Objective	2. Enhance organizational capacity, security, resilience, and asset protection.			
Outcome	Strengthened organizational capacity, security and operational resilience, ensuring continuity of services and protection of assets.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures



3.1. Upgrade office infrastructure and security equipment (85AA - Vanuatu Law Commission)	4.1.1. Construct proper Office fencing and Security equipment installed and maintained 4.1.2. Construct Proper car park	VLRC Secretariat, MoYJCS, Ministry of Finance and Donor partners	2027-2030	Risk • Budget Constraints • Natural disasters Mitigation • Request through NPP and donor partner • Proper planning
3.2. Implementation of the VLRC 2026 approved organizational structure (85AA - Vanuatu Law Commission)	4.2.1. Increase number of staff 4.2.2. About 62 % of staff recruited 4.2.3. Create available workstation and equipment for recruited staff	Secretariat	2027-2030	Risk: • Budget Constraints • Insufficient office space Mitigation • Request finance through NPP for phase out recruitment • Partition current office spaces to accommodate staff





National Human Rights (NHR)

Table 8: National Human Rights (NHR)

Human Rights Strategic Objective (JCSSS 2025 – 2030)	1. Anti-corruption, transparency and accountability Lead the implementation of Government of Vanuatu's commitments on anti-corruption in line with the United Nations Convention against Corruption, the NSDP (SOC 5.2) and Vanuatu's anti-corruption law (currently in draft form) 2. International and Regional Commitments Lead the implementation, monitoring and reporting on Government of Vanuatu obligations under international treaties and conventions			
NSDP Policy Objectives & Targets	Society Pillar – Goal 4, Policy Objectives 4.2, 4.5 & 4.6. Target • 4.2 - By 2030 increase (on reporting) by 10% • 4.5 - By 2030 50% increase • 4.6 - By 2030 50% increase			
Ministry Policy	1. National Gender Equality Policy (NGEP) 2. National Disability Inclusive Development Policy (NDIDP) 3. Vanuatu National Child Protection Policy (VNCPP) MYJCS Child-Safeguarding Policy			
Objectives	1. Conduct Universal Periodic Review. 2. Prepare reports on conventions ratified by the Vanuatu government. 3. Promote and advocate for human rights.			
Program	MJA – Department of Correctional Services Activity: MJGA - Human Rights			
Objective	1. Conduct Universal Periodic Review.			
Outcome	By 2030, complete & submit the Universal Periodic Review on a timely manner, submit reports on ratified conventions, and strengthen human rights advocacy in Vanuatu.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures



1.1. Update UPR Report <i>(30AE – National Human Rights)</i>	1.1.1. UPR report is updated and report cycle is achieved	Human Rights	2027 – 2030	No collection of data Monitoring and Evaluation of data collection and implementation of recommendation matrix is in place
Objective	2.Prepare reports on conventions ratified by the Vanuatu government.			
Outcome	By 2030, complete & submit the Universal Periodic Review on a timely manner, submit reports on ratified conventions, and strengthen human rights advocacy in Vanuatu.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1. Update UNCRC report <i>(30AE – National Human Rights)</i>	2.1. Country Report is presented	Human Rights Child Desk	2026 - 2030	No Proper Data collection Coordination and M&E in place to support this
2.2. Update ICCPR Report <i>(30AE – National Human Rights)</i>	2.2.1. Country Report is presented	Human Rights	2027 – 2030	No proper Data Collection Coordination and M&E in place to support this
2.3. Update CAT Report <i>(30AE – National Human Rights)</i>	2.3.1. Country Report is Presented	Human Rights	2027 – 2030	No proper Data Collection Coordination and M&E in place to support this
Objective	3.Promote and advocate for human rights.			
Outcome	By 2030, complete & submit the Universal Periodic Review on a timely manner, submit reports on ratified conventions, and strengthen human rights advocacy in Vanuatu.			



Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1. Awareness <i>(30AE – National Human Rights)</i>	3.2. National, Provincial and Community are aware of Human Rights	Human Rights	2026 - 2030	No Funding Proper coordination with partners to support the outreach





National Disability Desk (NDD)

Table 9: National Disability Desk (NDD)

Disability Desk Strategic Objective (JCSSS 2025 – 2030)	Implement the Vanuatu National Disability Inclusive Development Policy and related policies, which set the direction of action in priority areas to ensure persons with disabilities and other traditionally excluded persons (such as women, children and youth, gender minorities, ethnic minorities and rural/remote populations) enjoy their right to participate effectively in all areas of development in Vanuatu on an equal basis with others, including as these relate to access to justice and community services in Vanuatu
NSDP Policy Objectives & Targets	Society Pillar – Goal 4, Policy Objectives 4.2, 4.5 & 4.6. Target • 4.2 - By 2030 increase (on reporting) by 10% • 4.5 - By 2030 50% increase • 4.6 - By 2030 50% increase
Ministry Policy Objectives	1. National Disability Inclusive Development Policy (NDIDP) 1. To build a resilient, inclusive, and prosperous Vanuatu by 2030 where all Ni-Vanuatu have equitable access to quality services, opportunities, and infrastructure, guided by strong governance, cultural values, and inclusive development that leaves no one behind. 2. Ensure persons with disabilities are fully included and represented across all sectors, with 70% of programs and services made accessible and disability-inclusive. 3. To ensure that by 2030, all Ni-Vanuatu, including persons with disabilities, have timely and equitable access to inclusive, well-resourced, and independent justice services.
Program	MJH – Disability Desk Activity: MJHA - Disability Desk
Objective	1. To build a resilient, inclusive, and prosperous Vanuatu by 2030 where all Ni-Vanuatu have equitable access to quality services, opportunities, and infrastructure, guided by strong governance, cultural values, and inclusive development that leaves no one behind.
Outcome	By 2030, Vanuatu is an inclusive, equitable, and prosperous society where all Ni-Vanuatu actively participate in and benefit from quality services and economic opportunities, guided by strong cultural values and inclusive governance, with accessible and safe public systems that leave no one behind.



Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1. Organizational Re – structuring (30AB - Convention on the Right of People with Disability)	1.1.1. Reviewed Structure is approved and implemented.	- MYJCS - PHRO – HR Unit - Disability Desk Coordinator. - PSC – HRM Unit	2026 - 2030	Risk: Delays in Approval Processes Funding availability to recruit • Issue: Lengthy internal or external approval procedures may delay implementation. Mitigation Measures: • Engage early with approving authorities, ensure complete documentation, and establish clear timelines and accountability for all approval stages.
1.2. Strengthen Legal & Policy Frameworks (30AB - Convention on the Right of People with Disability)	1.2.1. Disability Bill enacted and operational guidelines developed and implemented across all provinces, municipalities, and relevant government agencies by 2028.	• Disability Desk – MYJCS • VLRC • VSP • VDPA • VSPD • MYJCS – Disability Compliances. • MYJCS – Infrastructure Coordinator • MIPU – Engineering Unit & Compliance • VDPA	2026 – 2030	Weak enforcement and implementation of laws and policies Mitigation Measures: • Establish a clear compliance and enforcement mechanism with defined roles and accountability • Allocate dedicated budget and resources for implementation across sectors



1.3. Mainstream Disability Across Government Systems <i>(30AB - Convention on the Right of People with Disability)</i>	1.2.2. National accessibility standards developed and enforced, with at least 60% compliance across public institutions by 2030.	- Disability Desk – MYJCS - VLRC - VSP - VDPA - VSPD - MYJCS – Disability Compliances. - MYJCS – Infrastructure Coordinator - MIPU – Engineering Unit & Compliance - VDPA	2026 – 2030	Weak enforcement and implementation of laws and policies Mitigation Measures: Establish a clear compliance and enforcement mechanism with defined roles and accountability Allocate dedicated budget and resources for implementation across sectors
	1.3.1. Disability inclusion guidelines developed and adopted, with 70% of government entities integrating them into plans and budgets by 2030.	- MYJCS – Compliance Officers and Coordinator Disability & NHRC. - VDPA - VSPD	2026 – 2030	Limited Institutional Capacity and Awareness Many government officials may lack understanding of disability inclusion or how to apply it in planning and service delivery. Mitigation Measures: - Develop and roll out mandatory disability inclusion training for all ministries and municipalities. - Establish Disability Focal Points in each government agency.
	1.3.2. Standardized disability inclusion training delivered,	MYJCS – Compliance Officers and Coordinator Disability & NHRC.	2026 – 2030	Limited Institutional Capacity and Awareness



	with 75% of public servants trained by 2030.	• VDPA • VSPD •		Many government officials may lack understanding of disability inclusion or how to apply it in planning and service delivery. Mitigation Measures: • Develop and roll out mandatory disability inclusion training for all ministries and municipalities. • Establish Disability Focal Points in each government agency.
1.4. Improve Accessibility of Infrastructure & Services <i>(30AB - Convention on the Right of People with Disability)</i>	1.4.1. Accessibility standards implemented, with 60% of public buildings meeting disability access requirements by 2030.	• MJYCS – Disability Compliances • MIPU – Compliances • VSPD • VDPA • All 13 ministries and Private sector.	2026 - 2030	High Cost of Accessibility Upgrades: Limited financial resources may delay retrofitting of existing buildings and upgrading service delivery systems. Mitigation Measures: • Integrate accessibility into annual government budgets and capital investment plans. • Apply a phased implementation approach (prioritizing high-impact/public-use facilities).
	1.4.2. Inclusive service delivery guidelines operational, with 70% of key public services accessible to persons	• MJYCS – Disability Compliances • MIPU – Compliances • VSPD • VDPA	2026 - 2030	High Cost of Accessibility Upgrades: Limited financial resources may delay retrofitting of existing buildings and upgrading service delivery systems.



	with disabilities by 2030.	All 13 ministries and Private sector.		Mitigation Measures: - Integrate accessibility into annual government budgets and capital investment plans. - Apply a phased implementation approach (prioritizing high-impact/public-use facilities).
1.5. Promote Economic Empowerment & Inclusive Services (30AB - Convention on the Right of People with Disability)	1.5.1. Inclusive livelihood and employment programs implemented, with at least 50% of persons with disabilities accessing income-generating opportunities, skills training, or financial services by 2030.	- MYJCS – Disability Desk Unit - Productive Sectors - TVET in Schools. - VSP	2026 - 2030	Risk: Inadequate Skills and Access to Training Persons with disabilities may have limited access to education, vocational training, or skills development programs. Mitigation Measures: - Develop and deliver inclusive and accessible TVET and skills training programs. - Provide assistive devices and support services (e.g., sign language interpretation). - Partner with training institutions to ensure reasonable accommodation in all programs.
1.6. Strengthen Community Engagement & Data Systems (30AB - Convention on the Right of People with Disability)	1.6.1. Strengthened community engagement mechanisms and an operational disability data system providing regular, disaggregated data for evidence-based planning and	- Disability Desk - VBoS - Civil Registry - HIS Administrator – MOH - Education	2026 - 2030	Risk: Incomplete or inconsistent disability data (fragmented systems and underreporting) Mitigation Measures: Integrate and align the disability data registry with key sector systems (health, education, civil registry, and VBoS), standardize data collection tools using agreed disability indicators, and



	inclusive service delivery.			provide regular training to provincial officers on data collection, reporting, and management.
Objective	2. Ensure persons with disabilities are fully included and represented across all sectors, with 70% of programs and services made accessible and disability-inclusive.			
Outcome	By 2030, persons with disabilities are fully included in society, with at least 70% of programs and services accessible, inclusive, and responsive, enabling equal participation in social, economic, and civic life.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1. Disability Inclusion and Mainstreaming (Accessibility & Inclusion) <i>(30AB - Convention on the Right of People with Disability)</i>	2.1.1. Disability inclusion and accessibility mainstreamed across sectors, with at least 70% of government programs meeting accessibility standards and increased participation of persons with disabilities in decision-making at national and provincial levels.	- Disability Desk - VDPA	2026 - 2030	Risk: Weak enforcement of accessibility and inclusion standards across sectors Mitigation Measures: - Develop and enforce clear national accessibility guidelines and compliance frameworks - Strengthen monitoring and reporting mechanisms through Disability Compliance Officers - Integrate inclusion indicators into sector performance plans and accountability systems. - Promote awareness and behavior change initiatives across sectors



Objective	3. To ensure that by 2030, all Ni-Vanuatu, including persons with disabilities, have timely and equitable access to inclusive, well-resourced, and independent justice services.			
Outcome	By 2030, all Ni-Vanuatu, including persons with disabilities, have equitable and inclusive access to justice, supported by strong institutions and improved rule of law, accountability, and protection of rights nationwide.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1. Access to Justice and Legal Protection	3.1.1. An inclusive and accessible justice system established, ensuring persons with disabilities have equitable access to legal aid, police, courts, and dispute resolution services, supported by disability-inclusive policies, trained personnel, and accessible infrastructure and information services.	- Disability Desk Unit - Legal/Policy Advisor - Planning & Monitoring Unit - Corporate Services / HR & Training - MYJCS - Police - Office of the Public Prosecutor. - Public solicitors office - MOET - MOH - Municipality & Provincial Government.	2026 - 2030	Risk: Limited Accessibility of Justice Services Issue: Courts, police stations, and legal services may not be physically or communication-accessible for persons with disabilities (PWDs). Mitigation Measures: - Enforce national accessibility standards across all justice institutions. - Provide reasonable accommodations (e.g., sign language interpreters, Braille materials, assistive technologies). - Conduct accessibility audits and allocate budget for necessary upgrades.



National Child Desk (NCD)

Table 10: National Child Desk (NCD)

Child Desk Strategic Objective (JCSSS 2025 – 2030)	Child Protection and Juvenile Justice Implement the Vanuatu National Child Protection Policy 2016 – 2026 and related policies, to create an environment where children are safe and protected from all forms of abuse, exploitation, neglect and violence, and have equitable access to services to support their reintegration and recovery when needed and develop and implement an integrated Justice for Children System in the sector as part of these efforts			
NSDP Policy Objectives & Targets	Society Pillar - Goal 4, Policy Objectives 4.2, 4.4 & 4.6. Target 4.2 - By 2030 increase (on reporting) by 10% 4.4 - By 2030 increase by 80%			
Ministry Policy	1. Vanuatu National Child Protection Policy (VNCPP) MYJCS Child-Safeguarding Policy			
Objectives	- Strengthen child protection systems through improved survivor reintegration and the establishment of an integrated data management system for evidence-based planning and decision-making. - Strengthen child justice and protection systems to ensure timely case resolution, child-friendly judicial processes, and access to appropriate care and protection for vulnerable children. - Strengthen the legal framework for child protection and juvenile justice in compliance with the UNCRC and other ratified international conventions and protocols.			
Program	MJI – Child Desk Activity: MJIA - Child Desk			
Objective	1. Strengthen child protection systems through improved survivor reintegration and the establishment of an integrated data management system for evidence-based planning and decision-making.			
Outcome	Co-ordinated, collaborative, holistic and multi – disciplinary interventions by formal and non-formal (Kastom, religious, community-based) bodies, to ensure a continuum of care for vulnerable children.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures



Ministry of Youth, Justice and Community Services Corporate Plan 2026 – 2030



1.1. Cases are input into the database <i>(30AC - Convention on the Right of a Child (CRC))</i>	1.1.1. Regular child protection data reports produced and disseminated.	Child Desk CRIM	2026 – 2030	System updated
1.2. Strengthened Case Management and Survivor Reintegration Services <i>(30AC - Convention on the Right of a Child (CRC))</i>	1.2.1. Children case are address and complete fully.	Child Desk Police, Health, VWC	2026- 2030	Cases are not address
Objective	2. Strengthen child justice and protection systems to ensure timely case resolution, child-friendly judicial processes, and access to appropriate care and protection for vulnerable children.			
Outcome	Development / strengthening of government standards and guidelines for child protection actors working with children that reflect best practice and meet Vanuatu's international and national legal obligations.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1. Referral Pathway is implemented <i>(30AC - Convention on the Right of a Child (CRC))</i>	2.1.1. Reduce backlog of case recorded	Child Desk Police, Health, VWC, VCC, MCC	2026 - 2030	Services are not available
Objective	3. Strengthen the legal framework for child protection and juvenile justice in compliance with the UNCRC and other ratified international conventions and protocols.			
Outcome	Strengthening the Legal Framework for Child Protection			



Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1 Development of Child Protection Bill <i>(30AC - Convention on the Right of a Child (CRC))</i>	3.1.1. Bill is presented	Child Desk Minister of Justice	2026- 2030	Political will
3.2. Development of Adoption Bill <i>(30AC - Convention on the Right of a Child (CRC))</i>	3.2.1. Bill is presented	Child Desk Minister of Justice MCC	2026 - 2030	Political Will
1.3. Development of Juvenile Justice Bill <i>(30AC - Convention on the Right of a Child (CRC))</i>	1.3.1. Bill is presented	Child Desk Minister of Justice Correction	2026 - 2030	Political Will





Land Ombudsman's Office

Table 11: Land Ombudsman's Office

Land Ombudsman Strategic Objective (JCSSS 2025 – 2030)	Kastom governance, land management and community dispute resolution mechanisms Implement relevant laws and regulations governing communal ownership of customary land (e.g. Custom Land Management Act), promotion, protection and preservation of traditional customs and culture in communities, and strengthening of links between formal and informal justice systems (in line with the Vanuatu Constitution and NSDP SOC 5.5)			
NSDP Policy Objectives & Targets	Society Pillar - Goal 5, Policy Objectives 5.5. Target 5.5 - Maintain baseline number			
Ministry Policy	NA			
Objectives	- Strengthen the transparent, fair, and accountable administration of land matters through effective investigation and resolution of land-related complaints. - Enhance public awareness, stakeholder engagement, and compliance with land laws, policies, and administrative procedures.			
Program	MJJ – Land Ombudsman Office Activity: MJJA - Land Ombudsman			
Objective	Strengthen the transparent, fair, and accountable administration of land matters through effective investigation and resolution of land-related complaints.			
Outcome	Land grievances are addressed in a timely, impartial, and effective manner, enhancing public confidence in land governance and dispute resolution processes.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1. Establish an organizational structure for the Land Ombudsman Office	1.1.1. Approved Structure is in place and being implemented.	MJYCS – HR Unit, Land Ombudsman Office	2026 - 2030	Delay - Recruitment of Land Ombudsman



(30AD – Land Ombudsman)				- Resourcing of the Land Ombudsman Office - Approval of Structure
1.2. Strengthen institutional capacity through recruitment, training, and operational improvements.	1.2.1. Priority positions filled and at least 2 staff capacity-building activities conducted annually.	Land Ombudsman, Corporate Services	2026 - 2030	Budget constraints and staff turnover. Prioritize critical positions and develop staff retention strategies.
(30AD – Land Ombudsman)				
1.3. Improve records management, case tracking, and reporting systems.	1.3.1. Functional case management and reporting system established and operational by 2028.	Corporate Services, ICT Support	2026 - 2030	Limited ICT infrastructure and technical expertise. Seek technical support and allocate resources for system development and maintenance.
(30AD – Land Ombudsman)				
1.4. Investigate and resolve land-related complaints and disputes.	1.4.1. At least 80% of complaints investigated and resolved within established service standards annually.	Land Ombudsman, Investigations Unit	2026 - 2030	Delays in obtaining information and cooperation from stakeholders. Establish clear investigation procedures and strengthen
(30AD – Land Ombudsman)				



				coordination with relevant agencies.
1.5. Conduct compliance reviews and issue recommendations to improve land administration practices. (30AD – Land Ombudsman)	1.5.1. Annual compliance review conducted and recommendations submitted to relevant authorities.	Land Ombudsman, Investigations Unit	2026 - 2030	Non-implementation of recommendations. Regular follow-up and engagement with responsible agencies.
Objective	2. Enhance public awareness, stakeholder engagement, and compliance with land laws, policies, and administrative procedures.			
Outcome	Communities and stakeholders are better informed about land rights, responsibilities, and dispute resolution mechanisms, contributing to improved compliance and reduced land-related conflicts.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1. Conduct public awareness and outreach programs on land rights and dispute resolution processes. (30AD – Land Ombudsman)	2.1.1. At least 6 public awareness and outreach activities conducted annually.	Land Ombudsman, Communications & Outreach Unit	2027 – 2030	Low community participation and awareness. Partner with provincial authorities, chiefs, and community leaders to mobilize participation



2.2. Develop and disseminate information materials on land rights and complaints procedures. <i>(30AD – Land Ombudsman)</i>	2.2.1. Information materials developed and distributed in all provinces annually.	Land Ombudsman, Communications & Outreach Unit	2026 -2030	Limited resources for dissemination. Utilize multiple communication channels, including radio, social media, and community meetings.
---	--	---	-------------------	--





Department of Youth and Sport DY&S

Table 12: Department of Youth and Sport DY&S

NSD Policy Objectives & Targets	Society Pillar - Goal 3, Policy Objectives 3.2, 3.3, Goal 4, Policy Objective, 4.6, 4.7, Goal 6, Policy objective 6.1, 6. 4. Economy Pillar – Goal 2, Policy Objective 2.3 Target • 4.7 - Target TBD after baseline established			
Ministry Policy	1. Vanuatu National Sports Policy 2026 – 2030 2. Vanuatu National Youth Policy 2026 – 2030 3. Youth Sectoral Strategic Plan 2023-2033			
Objectives	1. Institutional Governance strengthening. 2. Institutional infrastructure upgrading			
Program	MJM – Department of Youth and Sport Development Activity: MJMA - Corporate Services Unit			
Objective	1. Institutional Governance strengthening.			
Outcome	In Compliance with 210921 PFEM Regulations Briefing for FMs, creation of compliance Unit, Policy and Planning Unit, Information System Unit			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1. Governance Assessment and Review	1.1.1 Comprehensive governance assessment completed and approved by PSC	Directors DY&S	2026-2030	Risk: Governance assessments are often sensitive because they examine leadership, accountability, policies, and organizational



	1.1.2 Governance gaps, risks, and improvement opportunities identified	Directors DY&S	2026-2030	performance. Risks primarily relate to stakeholder resistance, lack of transparency, and failure to implement recommendations. Mitigation: a) Obtain strong board and management sponsorship. b) Ensure an independent, transparent, and evidence-based assessment process. c) Engage stakeholders throughout the assessment. d) Use standardized governance assessment tools and methodologies. e) Validate findings through consultations and document reviews. f) Develop a clear governance reform action plan linked to assessment findings. g) Establish monitoring mechanisms to track implementation of recommendations.
	1.1.3 Institutional governance review report produced and disseminated to PSC	Directors DY&S	2026-2030	
	1.1.4 Governance improvement recommendations developed and submit to PSC	Directors DY&S	2026-2030	
	1.1.5 Governance reform action plan prepared and endorsed PSC	Directors DY&S	2026-2030	
1.2. Policy and Regulatory Framework Development	1.2.1 Institutional policies and regulatory frameworks developed and approved	Directors DY&S, VNYA & VNSA	2026-2030	Risk: Organizational restructuring is often sensitive and can face significant resistance from employees and managers. Risks are heightened when reforms affect roles, reporting lines, staffing arrangements, and institutional culture.
	1.2.2 Existing policies reviewed, updated, and harmonized	Directors DY&S	2026-2030	



	1.2.3 Governance manuals, guidelines, and standard operating procedures (SOPs) developed	Directors DY&S	2026-2030	Mitigation: a) Secure strong leadership and governance support. b) Conduct extensive stakeholder consultation and communication. c) Implement a structured change management process. d) Align organizational reforms with institutional strategy and objectives. e) Develop clear job descriptions, reporting lines, and transition arrangements. f) Phase implementation to minimize operational disruptions. g) Monitor staff engagement and address concerns proactively.
	1.2.4 Regulatory compliance framework established	Directors DY&S	2026-2030	
	1.2.5 Policy implementation and monitoring mechanisms established	Directors DY&S	2026-2030	
1.3. Organizational Structure Review and Reform	1.3.1 Organizational structure reviewed and redesigned	Directors DY&S, VNYA & VNSA	2026-2030	Risk: Leadership development programs often face challenges related to participation, sustainability, leadership turnover, and the practical application of skills acquired through training. Mitigation: a) Secure commitment from the board and senior management.
	1.3.2 Revised organizational chart approved and implemented	Directors DY&S	2026-2030	
	1.3.3 Roles, responsibilities, and reporting lines clarified and documented	Directors DY&S	2026-2030	



	1.3.4 Functional review and workforce alignment completed	Directors DY&S	2026-2030	b) Conduct a governance and leadership training needs assessment. c) Develop structured induction, orientation, and continuous learning programs. d) Provide mentoring, coaching, and follow-up support. e) Establish succession planning mechanisms. f) Monitor leadership competency development and governance performance. g) Integrate leadership development into institutional governance frameworks and annual work plans.
	1.3.5 Organizational reform action plan developed and operationalized	Directors DY&S	2026-2030	
1.4. Board and Leadership Capacity Development	1.4.1 Board members and institutional leaders trained in governance and leadership	DY&S , Cabinet, DG, VNYA & VNSA	2026-2030	Risk: Strategic planning and performance management systems can fail when plans are not adequately resourced, monitored, integrated into operations, or supported by leadership and stakeholders. Mitigation: a) Secure strong leadership ownership and accountability. b) Conduct evidence-based strategic planning and stakeholder consultations.
	1.4.2 Governance, leadership, and oversight competencies strengthened	Directors DY&S	2026-2030	
	1.4.3 Leadership development program implemented	Directors DY&S	2026-2030	
	1.4.4 Board orientation and continuous	Directors DY&S	2026-2030	



	professional development mechanisms established			c) Develop realistic objectives, targets, and performance indicators. d) Align strategic plans with budgets, departmental work plans, and staff performance agreements. e) Strengthen data management, monitoring, and reporting systems. f) Conduct regular performance reviews and strategic plan updates. g) Build institutional capacity for planning, monitoring, and evaluation
	1.4.5 Improved board effectiveness and decision-making processes	Directors DY&S	2026-2030	
1.5. Strategic Planning and Performance Management	1.5.1 Institutional strategic plan developed, approved, and operationalized	Directors DY&S, DG, VNYA & VNSA	2026-2030	<u>Risk:</u> Strategic planning and performance management are critical governance functions that depend on strong leadership, reliable data, stakeholder engagement, adequate resources, and effective monitoring systems. <u>Mitigation:</u> a) Secure Board and executive management commitment. b) Use evidence-based and participatory planning approaches. c) Align strategic plans with budgets, operational plans, and workforce objectives. d) Establish clear KPIs, baselines, and performance targets.
	1.5.2 Performance management framework established and implemented	Directors DY&S	2026-2030	
	1.5.3 Key Performance Indicators (KPIs) defined and monitored	Directors DY&S	2026-2030	
	1.5.4 Annual operational plans aligned with strategic objectives	Directors DY&S	2026-2030	
	1.5.5 Institutional performance monitoring and reporting system operational	Directors DY&S	2026-2030	



				e) Strengthen MEL (Monitoring, Evaluation, and Learning) systems. f) Conduct regular performance reviews and corrective actions. g) Build institutional capacity in planning, monitoring, and reporting.
1.6. Risk Management and Internal Control Strengthening	1.6.1 Institutional risk management framework established and operational	Directors DY&S	2026-2030	<u>Risk:</u> Risk management and internal control systems are vulnerable to weak leadership support, poor compliance culture, inadequate risk identification, and ineffective monitoring and follow-up mechanisms. <u>Mitigation:</u> a) Establish an approved risk management and internal control framework. b) Secure leadership and Board commitment to risk governance. c) Conduct regular risk assessments and maintain a risk register. d) Strengthen staff capacity through training and awareness programs. e) Implement robust monitoring, reporting, and compliance mechanisms. f) Establish clear accountability for risk mitigation actions. g) Monitor and address audit findings and control deficiencies promptly.
	1.6.2 Risk register developed, maintained, and regularly updated	Directors DY&S	2026-2030	
	1.6.3 Internal control policies and procedures developed and implemented	Directors DY&S	2026-2030	
	1.6.4 Risk monitoring and reporting mechanisms established	Directors DY&S	2026-2030	
	1.6.5 Internal control and compliance systems strengthened	Directors DY&S	2026-2030	
	1.7.1 Financial management and	Directors DY&S	2026-2030	<u>Risk:</u>



1.7. Financial Governance Enhancement	oversight systems strengthened and operational			Transparency and accountability initiatives are highly dependent on leadership commitment, effective reporting systems, stakeholder engagement, and the institution's willingness to disclose information and address identified issues. Mitigation: a) Establish clear transparency, disclosure, and accountability policies. b) Strengthen reporting, audit, and oversight systems. c) Implement stakeholder engagement and communication strategies. d) Develop grievance, complaints, and whistleblower mechanisms. e) Train staff on accountability, ethics, and reporting requirements. f) Monitor implementation of audit findings and corrective actions. g) Regularly review compliance with governance and regulatory obligations.
	1.7.2 Budgeting, accounting, and financial reporting processes improved	Directors DY&S	2026-2030	
	1.7.3 Financial policies and procedures developed, updated, and implemented	VNYA & VNSA	2026-2030	
	1.7.4 Internal and external financial accountability mechanisms strengthened	VNYA & VNSA	2026-2030	
	1.7.5 Financial compliance and audit systems established and functioning	VNYA & VNSA	2026-2030	
1.8. Transparency and Accountability Mechanisms	1.8.1 Transparency and accountability framework established and operational	Directors DY&S	2026-2030	Risk: Digital governance and information management initiatives involve significant technological, organizational, cybersecurity, and change management risks that can affect successful implementation and adoption.
	1.8.2 Institutional reporting and disclosure systems strengthened	Directors DY&S	2026-2030	



	1.8.3 Internal and external audit processes implemented and followed up	Directors DY&S	2026-2030	Mitigation: a) Develop a comprehensive digital governance and ICT strategy. b) Strengthen ICT infrastructure and connectivity. c) Establish data governance, cybersecurity, and information management policies. d) Invest in staff training and change management programs. e) Ensure system interoperability and integration. f) Implement disaster recovery, backup, and business continuity arrangements. Monitor system performance, security, and user adoption regularly
	1.8.4 Public access to institutional information improved	Directors DY&S	2026-2030	
	1.8.5 Accountability and grievance redress mechanisms established	Directors DY&S	2026-2030	
1.9.1. Human Resource Governance Strengthening	1.9.1 Human resource governance framework established and operational	VNYA & VNSA	2026-2030	Risk: HR governance reforms often involve changes to policies, systems, accountability mechanisms, and workforce practices, which can face resistance and implementation challenges if not adequately managed. Mitigation: a) Secure leadership commitment and governance oversight. b) Review and modernize HR policies, procedures, and governance frameworks.
	1.9.2 HR policies, procedures, and guidelines reviewed, updated, and implemented	VNYA & VNSA	2026-2030	
	1.9.3 Performance management and appraisal system established	VNYA & VNSA	2026-2030	



	1.9.4 Merit-based recruitment, promotion, and succession planning systems strengthened	VNYA & VNSA	2026-2030	c) Strengthen HR capacity through training and professional development. d) Implement transparent, merit-based recruitment and promotion processes. e) Establish robust performance management and appraisal systems. f) Develop workforce planning and succession management mechanisms. g) Implement HR information systems and strengthen data management. h) Conduct regular compliance reviews and HR performance monitoring
	1.9.5 Staff code of conduct and ethics framework implemented	VNYA & VNSA	2026-2030	
	1.9.6 Human resource information management system (HRMIS) operational	VNYA & VNSA	2026-2030	
	1.10.2 Stakeholder consultation and participation mechanisms implemented	Directors DY&S	2026-2030	
	1.10.3 Institutional communication strategy developed and executed	Directors DY&S	2026-2030	
	1.10.4 Stakeholder feedback and grievance management systems established	Directors DY&S	2026-2030	
	1.10.5 Regular stakeholder dialogue and information-sharing platforms operational	Directors DY&S	2026-2030	
	1.11.2 Performance monitoring and reporting system implemented	Directors DY&S	2026-2030	



	1.11.3 policies, guidelines, and tools developed and adopted	Directors DY&S	2026-2030	
	1.11.4 Institutional data collection, analysis, and reporting mechanisms strengthened	Directors DY&S	2026-2030	
	1.11.5 Learning and knowledge management system established	Directors DY&S	2026-2030	
1.12. Ethics, Integrity, and Compliance Programs	1.12.1 Ethics, integrity, and compliance framework established and operational	Directors DY&S	2026-2030	Risk: Ethics, integrity, and compliance initiatives are vulnerable to weak leadership commitment, inadequate enforcement, poor awareness, ineffective reporting mechanisms, and organizational resistance to accountability measures. Mitigation: a) Establish a comprehensive ethics and compliance framework. b) Secure strong leadership commitment and oversight. c) Implement regular ethics and compliance training programs. d) Strengthen whistleblower protection and confidential reporting systems. e) Conduct compliance monitoring, audits, and risk assessments.
	1.12.2 Code of conduct and ethical standards developed, adopted, and implemented	Directors DY&S	2026-2030	
	1.12.3 Compliance monitoring and reporting mechanisms established	Directors DY&S	2026-2030	
	1.12.4 Ethics awareness and compliance training programs conducted	Directors DY&S	2026-2030	
	1.12.5 Whistleblower protection and misconduct reporting systems established	Directors DY&S	2026-2030	



				f) Establish procedures for investigating and resolving misconduct. g) Promote a culture of integrity, transparency, and accountability across the institution.
1.13. Institutional Assessments/diagnostic	1.13.1 Change management framework and Institutional reform Plan Development and implemented.	Directors DY&S	2026-2030	Risk Institutional reform initiatives may face resistance to change, competing priorities, resource constraints, limited leadership commitment, and inadequate change management processes.
	1.13.2 Stakeholder Engagement, Communication, and Reform Support Mechanisms Implemented	Directors DY&S	2026-2030	Mitigation: a) Secure strong leadership sponsorship and governance oversight. b) Implement a structured change management and communication strategy. c) Build staff and stakeholder capacity through targeted training and support. d) Prioritize and phase reform implementation based on available resources. e) Monitor progress regularly and adapt implementation approaches as required. f) Institutionalize reforms through updated policies, procedures, systems, and performance frameworks
1.14 Staff training	1.14.1 Staff trained on operation and maintenance of upgraded	Director and CSU Team	2026 - 2030	Risk: Staff training programs can be affected by low participation, poor alignment with



	infrastructure and equipment			organizational needs, limited application of learning, staff turnover, and insufficient management support. Mitigation: a) Conduct regular training needs assessments. b) Secure leadership and management support for staff development. c) Develop competency-based and job-relevant training programs. d) Use qualified trainers and appropriate learning methodologies. e) Monitor training effectiveness through assessments and workplace performance reviews. f) Establish mentoring, coaching, and follow-up support mechanisms. g) Integrate training into workforce development and succession planning strategies.
Objective	2. Institutional infrastructure upgrading			
Outcome	To host DOYSD under one roof for cost benefits, efficient and effectiveness of working and communication.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures



2.1 Infrastructure assessment	2.1.1 Comprehensive infrastructure assessment completed	Director & CSU Team	2026 - 2030	Risk: The activity is generally manageable but depends heavily on the availability of reliable data, technical expertise, stakeholder cooperation, and adequate resources. Mitigation: a) Establish a multidisciplinary assessment team. b) Use standardized assessment tools and methodologies. c) Conduct comprehensive asset inventories and data verification. d) Engage stakeholders early and throughout the process. e) Secure management support and adequate budget. f) Develop a detailed work plan with milestones and responsibilities.
	2.1.2 Infrastructure inventory and condition database established	Director & CSU Team	2026 - 2030	
	2.1.3 Gap analysis and needs assessment report produced	Director & CSU Team	2026 - 2030	
	2.1.4 Prioritized infrastructure improvement plan developed	Director & CSU Team	2026 - 2030	
	2.1.5 Engineering and technical feasibility studies completed	Director & CSU Team	2026 - 2030	
	2.1.6 Infrastructure master plan approved by management	Director & CSU Team	2026 - 2030	
	2.1.7 Risk and resilience assessment conducted	Director & CSU Team	2026 - 2030	
	2.1.8 Costed infrastructure investment roadmap prepared	Director & CSU Team	2026 - 2030	
2.2 Facility renovation	2.2.1 Existing facilities renovated and upgraded according to approved standards	Director and CSU Team	2026 - 2030	Risk: Facility renovation projects often involve significant procurement, construction,



	2.2.2 Critical infrastructure deficiencies addressed	Director and CSU Team	2026 - 2030	financial, and operational risks that can affect project timelines, costs, and quality. Mitigation: a) Conduct detailed technical assessments and designs before implementation. b) Establish strong procurement and contract management processes. c) Ensure regular project supervision and quality control. d) Maintain adequate contingency budgets and schedules. e) Implement occupational health and safety measures. f) Coordinate renovation activities to minimize disruption to institutional operations. g) Monitor project progress through regular reporting and site inspections
	2.2.3 Safe, functional, and accessible facilities provided	Director and CSU Team	2026 - 2030	
	2.2.4 Renovated buildings commissioned and operational	Director and CSU Team	2026 - 2030	
	2.2.5 Learning, office, laboratory, or service spaces improved	Director and CSU Team	2026 - 2030	
2.3 ICT upgrades	2.3.1 ICT infrastructure upgraded and operational	Director and CSU Team	2026 - 2030	Risk: Equipment procurement often involves complex procurement procedures, technical specifications, supplier management, logistics, and installation requirements that can significantly affect project outcomes. Mitigation: a) Develop detailed technical specifications and procurement plans.
	2.3.2 Reliable and secure network connectivity established	Director and CSU Team	2026 - 2030	
	2.3.4 Modern ICT equipment procured and deployed	Director and CSU Team	2026 - 2030	
	2.3.5 Institutional digital management systems implemented	Director and CSU Team	2026 - 2030	



	2.3.6 Enhanced cybersecurity measures installed and functioning	Director and CSU Team	2026 - 2030	b) Engage technical experts throughout procurement and acceptance processes.
	2.3.7 Users provided with improved access to digital services	Director and CSU Team	2026 - 2030	c) Conduct supplier due diligence and performance monitoring. d) Ensure site readiness before equipment delivery. e) Include installation, commissioning, warranty, and training requirements in contracts. f) Establish asset management and maintenance systems. g) Maintain contingency budgets and realistic delivery timelines.
2.4 Equipment procurement	2.4.1 Required equipment procured and delivered	Director and CSU Team	2026 - 2030	<u>Risk:</u> Maintenance systems often fail due to inadequate funding, weak management support, insufficient technical capacity, and poor adherence to preventive maintenance practices. <u>Mitigation:</u> a) Establish a formal maintenance policy and preventive maintenance framework. b) Secure dedicated annual maintenance funding.
	2.4.2 Modern equipment installed and operational	Director and CSU Team	2026 - 2030	
	2.4.3 Obsolete equipment replaced with upgraded models	Director and CSU Team	2026 - 2030	
	2.4.4 Equipment inventory and asset management system updated	Director and CSU Team	2026 - 2030	
	2.4.5 End-users trained in equipment operation and maintenance	Director and CSU Team	2026 - 2030	



	2.6.2 Infrastructure and asset management system implemented	Director and CSU Team	2026 – 2030	c) Develop a comprehensive asset inventory and maintenance database. d) Train maintenance personnel and asset managers. e) Implement maintenance planning, scheduling, and reporting systems. f) Monitor maintenance performance through key indicators. g) Ensure leadership oversight and accountability for maintenance compliance
	2.6.3 Maintenance policies, procedures, and schedules developed and adopted	Director and CSU Team	2026 – 2030	
	2.6.4 Asset inventory and maintenance records maintained and updated	Director and CSU Team	2026 – 2030	
	2.6.5 Dedicated maintenance team and reporting mechanisms established	Director and CSU Team	2026 - 2030	





Youth Development

Table 13: Youth Development

NSDP Policy Objectives & Targets	Society Pillar - Goal 3, Policy Objectives 3.2, 3.3, Goal 4, Policy Objective, 4.6, 4.7, Goal 6, Policy objective 6.1, 6.4. Economy Pillar – Goal 2, Policy Objective 2.3 Target 4.7 - Target TBD after baseline established			
Ministry Policy	1. Vanuatu National Youth Policy 2026 – 2030 2. Vanuatu National Youth Authority Act No. 6 of 2018 3. Youth sectoral strategic plan 2023-2033			
Objectives	1. Youth Livelihoods, Education & Economic Empowerment 2. Youth Health, Wellbeing, Rehabilitation & Justice 3. Youth Sector Strengthening, Governance & Coordination 4. Youth Civic Engagement, Arts, Culture & Social Coordination's 5. Cross- Sectoral Child Protection & Human Rights Integrations			
Program	MJM – Department of Youth and Sports Development MJNA – Vanuatu National Youth Authority Activity : - MJMB- Youth Development - MJNA – Vanuatu National Youth Authority			
Objective	1. Youth Livelihoods, Education & Economic Empowerment			
Outcome	Young people are equipped with relevant knowledge, skills, guidance, and support services that enhance their employability, career development, and lifelong learning opportunities.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures



1.1 Develop and implement a National Non-Formal Education and Youth Training Policy. <i>(58FA – Youth & Sport Development Fund)</i>	1.1 National Non-Formal Education and Training Policy endorsed and implemented	DYS lead and supported by VNYA , MOET (SOE)	2027 – 2028	Risk: Limited funding, technical capacity, stakeholder commitment, and participation may affect the implementation of youth education, training, employment, and economic empowerment programmes. Mitigation: Strengthen partnerships, mobilize resources, build institutional capacity, and implement effective coordination, monitoring, and youth engagement mechanisms.
1.2 Strengthen youth career guidance, counselling, and employability support services. (MJMB & MJNA)	1.2 Improved access to structured career guidance, counselling, and employment support services for young people	DYS & VNYA to lead and supported by Youth Service providers	2026 – 2030	
1.3 Develop and implement partnerships with MOIA, VPF, and VMF to deliver structured training programmes for young people (including Grade 10–14). (MJMB)	1.3.1 Increased number of youths trained through structured programmes.		2028 – 2030	
	1.3.2 Training partnership framework/manual developed and operational	DYS lead and supported by VNYA , MOET (SOE), VPF & VMF	2027-2028	
1.4 Strengthen, revive, and support youth development programmes and movements (Scouts, Guides, church youth groups, youth clubs, leadership programmes, and other youth organizations). (MJMB & MJNA)	1.4 Increased number of active youth development programmes operating at national, provincial, and community levels.	DOYSD lead: Supported by VNYA, VCC & Civic Society	2026– 2030	



Ministry of Youth, Justice and Community Services Corporate Plan 2026 – 2030



1.5 Strengthen Youth Participation in Economic policy development and implementation (MJMB & MJNA)	1.5 Youth Actively engaged in economic and sectoral Policy development and programme implementations	DOYSD Lead: supported by VNYA and MALF	2026-2030	
1.6 Promote youth involvement in the youth economic empowerment strategic Plan (MJNA)	1.6 Youth participation integrated into the implementation of the youth economic empowerment strategic plan	VNYA Lead: Supported by DOYDS and relevant stakeholders	2026-2030	
1.7 Develop and support a youth revenue and economic roadmap for sustainable income generations. (MJMB & MJNA)	1.7 Youth economic roadmap developed and used to guide youth income generations and enterprise development	VNYA & DOYSD lead: youth service providers	2026-2030	
1.8 Advocate for and support youth access to apprenticeship and government employment programmes. (MJMB)	1.8 Increased youth participation in apprenticeship and government employment programmes through collaboration with line agencies.	DOYSD lead: Supported by VNYA, MALF, MFOM, MDCT, MIA, CSO	2026 - 2030	
1.9 Support and promote youth economic initiatives and livelihood programmes. (MJMB)	1.9 Increased youth participation in economic initiatives and livelihood opportunities supported by government and partners.	DOYSD lead: Supported by VNYA , MALF, MFOM, MDCT, MIA, CSO	2026 - 2030	



Objective	2. Youth Health, wellbeing, Rehabilitation & Justice			
Outcome	Young people adopt healthy lifestyles and have improved access to health, mental health, psychosocial support, and wellbeing services, enabling them to reach their full potential.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1 Strengthen youth access to health services and promote NCD prevention through physical activity and healthy lifestyle programmes.(MJMB)	2.1 Increased youth access to health services and participation in NCD prevention programmes	DOYSD Lead: Supported by VNYA, MOH, CIVIC Society	2026 - 2030	Risk: Limited funding, capacity, stakeholder coordination, and youth access to health, wellbeing, rehabilitation, and justice services. Mitigation: Strengthen partnerships, mobilize resources, build service provider capacity, and expand youth awareness, outreach, and referral services.
2.2 Implement IEC and Behaviour Change Communication (BCC) programmes on youth health and wellbeing. (MJMB)	2.2 IEC and BCC programmes on youth health developed and implemented.	DOYSD lead: Supported by VNYA, MOH, CIVIC Society & VFHA	2026 - 2030	
2.3 Promote youth participation in physical activity and recreational programmes. (MJMB)	2.3 Increased youth participation in physical and recreational activities	DOYSD and VNYA to Lead and supported by, MOH, CIVIC Society	2026 -2030	
2.4 Strengthen partnerships with faith-based and community organizations to support holistic youth wellbeing. (MJMB)	2.4 Expanded holistic youth wellbeing programmes implemented	DOYSD & VNYA Lead and supported, VCC and NGOs	2026 - 2030	
2.5 Strengthen partnerships with Correctional Services, health providers, counselling	2.5 Strengthened coordination and partnerships to address	DOYDS lead: Supported by VNYA, VCC, VPF, DOL, MOH	2026 - 2030	



centres, municipalities, Chiefs, the VCC, VPF, and other relevant stakeholders to address youth substance abuse and juvenile justice issues. (MJMB)	youth substance abuse, juvenile justice, rehabilitation, and reintegration issues			
2.6 Provide counselling, mentoring, and psychosocial support services to young people affected by substance abuse and other behavioural challenges to support their wellbeing, rehabilitation, and reintegration.(MJMB	2.6 Youth affected by substance abuse and psychosocial issues have access to counselling, mentoring, and rehabilitation support services.	DOYDS Lead: Supported by VNYA, MOH, Dpt. Correctional & Family Reach center		
Objective	3. Youth Sector Strengthening, Governance & Coordination			
Outcome	A coordinated, well-resourced, and effective youth sector is established through strengthened institutions, policies, partnerships, and capacity-building initiatives.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1 Strengthen Organizational Capacity(MJNA)	3.1 Develop relevant internal Operation Policies, strengthen secretariats, and office space	VNYA to Lead and supported by DOYDS, VNYC,	2026 - 2027	
3.2 Enhance the Registration Data System(MJNA)	3.2 Functional Information system (IMS) Establish and operational	VNYA to Lead and supported by DYDS	2026 - 2027	



3.3 Develop, implement, and maintain a standardized registration system and national directory for youth organizations and stakeholders. (MJNA)	3.3 Standardized registration procedures, processes, and a comprehensive national directory for youth organizations and stakeholders are established and operational.	VNYA to Lead and supported by DYDS	2026 - 2028	Risk: Limited funding, institutional capacity constraints, inadequate data and information systems, weak stakeholder coordination, and delays in policy and system implementation. Mitigation: Strengthen partnerships and coordination mechanisms, secure adequate resources, build institutional and technical capacity, improve data management systems, and establish clear implementation, monitoring, and reporting processes.
3.4 Strengthen decentralized youth programs and support provincial and area councils to develop and implement youth development plan (MJMB)	3.4 Decentralized youth development programs are strengthened, and provincial and area councils are supported to develop and implement their youth development plans.	DOYDS to lead and supported by VNYA, MIA	2026 – 2030	
3.4 Conduct and support youth sector research and needs assessments to inform policy, planning, and programme development. (MJMB)	3.4 Youth needs, priorities, and emerging issues are identified through research and needs assessments to inform evidence-based policies, programme, and service delivery.	DOYDS to lead and supported by VNYA	2026 - 2030	
3.6 Develop and implement an internal Quality Management System and Standard	3.6 A Quality Management System and Standard Operating Procedures are	DOYDS to lead and supported by VNYA	2026 - 2027	



Operating Procedures for youth programmes and services. (MJMB)	developed, approved, and operational.			
3.7 Develop and strengthen the Youth Information Management System (MJNA)	3.7 Youth information and data are effectively collected, managed, and utilized through an operational Information Management System.	VNYA to lead and support by DOYDS	2027 – 2030	
Strengthen the Vanuatu National Youth Council and its representative structures	Strengthen the VNYC, as established under the VNYA Act, to effectively fulfil its national mandate for youth representation, youth leadership, advocacy, coordination, and participation in national development and decision-making processes	VNYC, VNYA, DOYDS, Provincial Governments, Municipal Councils and Area Councils	2026-2030	
Objective	Youth Civic Engagement, Arts, Culture & Social Inclusion			
Outcome	Young people are actively engaged in leadership, decision-making, arts, culture, recreation, and community development, promoting social inclusion, wellbeing, and national development			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures



Ministry of Youth, Justice and Community Services Corporate Plan 2026 – 2030



4.1 Conduct and support civic education programmes. (MJMB)	4. Civic education programmes delivered and youth participation increased.	DOYDS to lead and supported by , RTI, VNYA, Transparency Vanuatu,	2026 - 2030	Risk: Limited funding, facilities, stakeholder coordination, and youth participation, including impacts from natural disasters and policy changes. Mitigation: Strengthen partnerships, mobilize resources, enhance youth engagement, and improve implementation planning and coordination.
4.2 Support youth access to land initiatives (MJNA)	4.2 Youth access to land opportunities increased.	VNYA to lead and supported by VNYA, DOL,DLA	2026 - 2030	
4.3 Support youth participation in disaster response activities (MJMB & MJNA)	4.3 Youth mobilized for disaster response and recovery efforts.	DYDS to lead and supported, NDMO, VNYA, CSOs	2026 - 2030	
4.4 Implement youth leadership and psychosocial support programmes(MJMB)	4.4 Leadership and psychosocial support programmes delivered.	DOYDS to lead and supported by VNYA, MOH	(2026 - 2030)	
4.5 Establish and support youth centers and recreational facilities. (MJNA)	4.5 Youth centers and recreational facilities established and operational to provide information and support.	VNYA Lead: Supported by DOYSD, VNYC and Youth service providers	2026-2030	
4.6 Conduct and support arts, music, and cultural programmes (MJNA).	4.6 Arts, music, and cultural programmes implemented.	VNYA Lead: Supported by DYDYS, NYC, VCC, MOIA, CSO, VNYA	2026-2030	
4.7 Support youth talent development and creative platforms. (MJNA)	4.7 Opportunities created for young people to showcase their talents and creativity.	VNYA Lead: Supported by DOYSD, CSO, NYC,	2026-2030	



4.8 Support youth participation in arts, culture, and music events. (MJNA)	4.8 Increased youth participation in arts, culture, and music events.	VNYA Lead: Supported by DOYSD, CSO, NYC,	2026-2030	
Objective	Cross-Sectoral Child Protection & Human Rights Integration			
Outcome	Strengthened coordination with Child Protection and Human Rights Unit leading to improved protection, awareness, and safeguarding of adolescents and youth			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
5.1 Strengthen coordination with Child Desk and Human Rights Unit on adolescent and youth protection. (MJMB)	5.1 Effective inter-agency coordination on protection of adolescents and youth.	DOYDS lead: Supported by VNYA, Human Rights UNIT, VPF, MOH, VCC, MOIA , Department of Correctional services, MCC & CSOs	2026 - 2030	Risk: Limited funding, weak inter-agency coordination, low awareness of protection and human rights issues, and inadequate referral and support services may affect effective implementation. Mitigation: Strengthen stakeholder coordination and partnerships, mobilize resources, increase awareness and capacity-building initiatives, and strengthen referral and support mechanisms for adolescents and youth.
5.2 Support prevention, awareness, and referral systems for protection and rights issues affecting youth. (MJMB)	5.2 Improved prevention and referral mechanisms for youth protection cases.	DOYDS lead: Supported by VNYA, Human Rights UNIT, VPF, MOH, VCC, MOIA , Department of Correctional services, MCC & CSOs	2026 - 2030	
5.3 Promote youth awareness of human rights, safeguarding, and positive social behavior. (MJMB)	5.3 Increased youth awareness of rights, safeguarding, and protection mechanisms.	DOYDS lead: Supported by VNYA, Human Rights UNIT, VPF, MOH, VCC, MOIA , Department of Correctional services, MCC & CSOs	2026 - 2030	



Sports Development

Table 14: Sport Development

NSDP Policy Objectives & Targets	Society Pillar - Goal 3, Policy Objectives 3.2, 3.3, Goal 4, Policy Objective, 4.6, 4.7, Goal 6, Policy objective 6.1, 6. 4. Economy Pilar – Goal 2, Policy Objective 2.3 Target 4.7 - Target TBD after baseline established			
Ministry Policy	1. Vanuatu National Sport Policy 2026-2030 2. Vanuatu National Sport Commission Act No. 14 of 2014 3. Vanuatu Sports Grant Policy 2019			
Strategic Area	1. The groundwork – National Sporting Organizations’ administration, management, and enabling frameworks.			
Program	MJM – Department of Youth and Sport Development MJO - Vanuatu National Sports Authority Activity: MJOA – Vanuatu National Sports Authority			
Objective	Support NSOs to improve their management, administration, compliance and governance.			
Outcome	Increased standard of sports administration and management.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1 Support and strengthen the NSOs organizational capacity. (MJOA)	1.1.1 NSOs developed institutional policy and procedures, and effectively managed compliance of	VNSA Lead and supported by DOYSD, VASANOC, NSOs DSPPAC, VPC, MOIA & MOFEM	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.



Ministry of Youth, Justice and Community Services Corporate Plan 2026 – 2030



	NSOs/Agencies with VNSA Act.			
1.2 Conduct awareness on good management practices programs with the support of partnership agencies. (MJOA)	1.2.1 Improved capacity of sporting agencies to better managed their organization and improve the standard of sport.	VNSA Lead and supported by DOYSD, VASANOC, NSOs DSPPAC, VPC, MOIA & MOFEM	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.
1.3 Liaise with VASANOC, NSOs and Vanuatu Paralympic Committee to improve and harmonized planning and reporting. (MJOA)	1.3.1 Consistent planning and reporting by VASANOC, NSOs and VPC.	VNSA Lead and supported by DOYSD, VASANOC, NSOs DSPPAC, VPC, MOIA & MOFEM	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.
1.4 Promote sport development information (MJMC)	1.4.1 All matters relating to sports development are well advised to the Minister responsible and coordination of sport programs is improved.	DOYSD Lead and supported by VNSA, VASANOC, NSOs DSPPAC, VPC, MOIA & MOFEM	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.
1.5 To provide technical and financial assistance to NSOs, VASANOC and community sports development programs. (MJOA & MJMC)	1.5.1 VASANOC, NSOs, and community sports development programs are well assisted.	VNSA Lead and supported by DOYSD, VASANOC, NSOs DSPPAC, VPC, MOIA & MOFEM	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.



Strategic Area	2. Empowerment – the role of sport in capacity building across Vanuatu’s Education System to encourage career pathways in Vanuatu’s Sport Sector.			
Program	MJM – Department of Youth and Sport Development MJO - Vanuatu National Sports Authority Activity: • MJMC – Sports Development • MJOA – Vanuatu National Youth Authority			
Objective	Support stakeholder’s organization to achieve improved participation & involvement in sports, physical education & physical activities in schools.			
Outcome	School to participate in provincial and national sport activities and advance career pathway for young people in the future.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
2.1 Improve the participation of students in sports and physical activities. (MJOA)	2.1.1 Sport activity provided opportunity for student to participate.	VNSA Lead and Supported by: MoET, DYSD, VNSA, VQA, USP, NUV	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.
2.2 Support National/Provincial & Municipal/Area Games. (MJOA & MJMC)	2.2.1 Equal opportunity for youth population to participate in sport & physical activities in local games.	VNSA Lead and Supported by DYSD, MOIA & NSOs	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.
2.3 Support and improve National & Provincial school games.	2.3.1 Equal opportunity for youth population to participate in sport &	VNSA Lead and Supported by MoET,	2026 - 2030	Funding may require and TAs are needed to assist, sets back



(MJOA & MJMC)	physical activities in school games.	DYSD, NSA, VQA, USP, NUV		by natural disasters, government policy changes.
2.4 Advance Career pathways in sports programs. (MJMC)	2.4.1 Lifelong career pathway	DOYSD Lead and supported by MoET, VNSA, VQA, USP, NUV	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.
2.5 Support and improve partnership with MoET (MJMC)	2.5.1 Curriculum linkage for sports & physical activity in school by MoET.	DOYSD Lead and Supported by MoET & VNSA	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.
2.6 Host & participate in regional & international games. (MJOA & MJMC)	2.6.1 National sport federations engaged youth in regional and international games.	DOYSD & VNSA Lead and supported by MOIA, MOFAs & VASANOC	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.
2.7 Collaborate with Minister and MPs to establish sports facilities. (MJOA)	2.7.1 Minister and MPs established sports facilities for sports activities.	VNSA lead and supported by Cabinet & DOYSD	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.
2.8 Ensure the development of sports facilities' management and maintenance policies and procedures. (MJOA)	2.8.1 Management and maintenance Policies in place to safeguard sports facilities in common standards.	VNSA lead and supported by DOYSD & MOIA	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.



Strategic Area	3. Prevention – Health and wellbeing outcomes through sport.			
Program	MJM – Department of Youth and Sport Development MJO - Vanuatu National Sports Authority Activity: • MJMC – Sports Development • MJOA – Vanuatu National Sports Authority			
Objective	Support the MOH to increase participation at all levels of society in sport, physical education & physical activities.			
Outcome	Good health is promoted through the exercise of physical activities in partnership with MoH.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1 Liaise and promote physical activities in partnership with MoH and stakeholders. (MJMC)	3.1.1 Improved healthy lifestyle in societies with positive mindsets to combat different health issues through physical activities.	DOYSD lead and supported by VNSA and MOH	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes
3.2 Support for the development of advocacy and awareness activities in sport nutrition. (MJMC)	3.2.1 Improved programs on nutrition, medicine, psychology, biomechanics, physiology, pharmacology & sports science and medicine through	DOYSD Lead and supported by VNSA, MOIA and Vango	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.



	nutrition awareness in sport.			
Strategic Area	4. Inclusion – Removing barriers and creating a safe environment for all to participate in sports.			
Program	MJM – Department of Youth and Sport Development MJO - Vanuatu National Sports Authority Activity: MJOA – Vanuatu National Sports Authority			
Objective	Improve access and participation of woman and people with special needs in sports at all levels.			
Outcome	Increased accessibility and participation of women and people with special needs in sports at area council, provincial, national, regional, and international levels.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
4.1 Encourage participation of woman and girls in sports. (MJOA)	4.1.1 Improved participation of women and girls in sports activities through awareness programs.	VNSA lead and supported by DOYSD NSOs,	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.
4.2 Support Change Champions of women in sport. (MJOA)	4.2.1 Developed women capacity building in sport through Change Champion.	VNSA lead and supported by DOYSD NSOs	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.
4.3 Promote women and girls' leadership in sport. (MJOA)	4.3.1 Improved women's role in sport through women's leadership and management roles.	VNSA lead and supported by DOYSD NSOs	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.



4.4 Strengthen women and girls in sport through IMS. (MJOA)	4.4.1 IMS record of women and girls' information in sport.	VNSA lead and supported by DOYSD NSOs	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.
4.5 Strengthen para-athletic program and outreach in sport and physical activity programs in partnership with development partners. (MJOA)	4.5.1 More resourceful program for inclusive sport developed through inclusive support.	VNSA lead and supported by DOYSD NSOs	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.
4.6 Upgrade sports facilities for accessibility to all. (MJOA)	4.6.1 Improved para-athletics participation through accessible sport facilities.	VNSA lead and supported by DOYSD NSOs	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.
Strategic Area	5. The Scorecard – Data collection and analysis of Vanuatu Sports.			
Program	MJM – Department of Youth and Sport Development MJO - Vanuatu National Sports Authority Activity: MJOA – Vanuatu National Sports Authority			
Objective	Establish a sport database system to capture the impact of sport in Vanuatu.			
Outcome	Informed and data driven planning to improve sport development and performance in all levels.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures



5.1 Collaborate with VBS to set parameters for data collection. (MJOA)	5.1.1 Parameters for data collection determined for 2030 National Census.	VNSA Lead and support by DYSD, VCCI, VTO, DoT, MoIA, MFEM, VBS, VASANOC, NSOs, AVL, Air Vanuatu	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.
5.2 Establish National Sporting participation database system (MJOA)	5.2.1 Data on sport participation collected and impact of sport in Vanuatu economy assessed.	VNSA Lead and support by DYSD, VBOS & NSOs	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.
5.3 Collect data on visitor numbers to/from Vanuatu for sport related purposes (MJOA)	5.3.1 Data on visitors visiting the country for sport purposes collected and entered into database system.	VNSA Lead and supported by DYSD, VCCI, VTO, DoT, MoIA, MFEM, VBS, VASANOC, NSOs, AVL, Air Vanuatu	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.
To assess the impact of sport on the country's economy (MJOA & MJMC)	Impact of sport on Vanuatu's economy assessed and published.	VNSA & DYSD Lead and supported by MoIA, VBOS, DSPPAC	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.
Strategic Area	6. Performance – Investing in sports infrastructure, development, and maintenance.			
Program	MJM – Department of Youth and Sport Development MJO - Vanuatu National Sports Authority			
Objective	Activity: MJOA – Vanuatu National Sports Authority Establish, maintain and improve sports infrastructures in all Provinces.			



Outcome	Establishment of standard and accessible sports infrastructures in all Provinces.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
6.1 Provide support to VNSA to coordinate its mandate objectives under VNSA Act. (MJM)	6.1.1 VNSA mandates preserved and assets of sports facilities maintained.	DOYDS to lead and supported by VNSA, VASANOC, MoIA, NSOs & NGOs	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.
6.2 Request funding to support NSOs sport facilities. (MJOA & MJMC)	6.2.1 Accessible design & maintenance plans and maintained sports facilities and assets.	VNSA & DYSD to lead and supported by, VASANOC, MoIA, NGOs & NSOs	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.
6.3 Develop Vanuatu Athlete Incentive Scheme to encourage excellence and success from Vanuatu athletes on regional and international sports competitions/events. (MJMC & MJOA)	6.3.1 Athletes are rewarded for their successful performance at regional and international sports competitions/events.	VNSA & DYSD to lead and supported by VASANOC, MoYJCS, MoIA, NGOs	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.
6.4 Support inclusive, accessible, design, maintenance, and disaster resilient sports facilities (Evacuation Centres). (MJOA)	6.4.1 Sports buildings provided inclusive accessibility in terms of disaster rescue centres or evacuation centres.	VNSA to lead and supported by DYSD, VASANOC, MoIA, NGOs	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.



Strategic Area	7. Promoting Vanuatu Sports – Sports diplomacy, Culture, and Tourism			
Program	MJM – Department of Youth and Sport Development MJO - Vanuatu National Sports Authority Activity: • MJMC – Sports Development • MJOA – Vanuatu National Sports Authority			
Objective	Promote the participation of young people in sports events at the national and international levels.			
Outcome	Improved sport participation in national and international levels.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
7.1 Strengthen sport tourism program and outreach to stimulate the national tourism sector & foster economic revenue. (MJMC)	7.1.1 Sport participation to foster economic revenue is boosted through developed tourism program.	DOYDS Lead and supported by VNSA and DOT, VTO & NSOs	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.
7.2 Liaise with internal and external agencies to create sport opportunities. (MJMC)	7.2.1 Established partnership with NSOs to support sports teams participating in international events/competitions.	DOYSD lead and supported by the VNSA, Vasanoc, NSOs	2026 - 2030	Funding may require and TAs are needed to assist, sets back by natural disasters, government policy changes.
7.3 Strengthen partnership with MoIA, VCCI,	7.3.1 Preservation of indigenous sports	DOYSD to lead and supported by the VASANOC, DGs office,	2026 - 2030	Funding may require and TAs are needed to assist, sets back



Malvatumauri, VCC to promote indigenous sports. (MJMC)	through established partnerships.	MoIA, VCC, Malvatumauri, NGOs		by natural disasters, government policy changes.
---	-----------------------------------	-------------------------------	--	--





Malvatumauri Council of Chief's (MCC)

Table 15: Malvatumauri Council of Chief's (MCC)

Malvatumauri Strategic Objective (JCSSS 2025 – 2030)	Kastom governance, land management and community dispute resolution mechanisms Implement relevant laws and regulations governing communal ownership of customary land (e.g. Custom Land Management Act), promotion, protection and preservation of traditional customs and culture in communities, and strengthening of links between formal and informal justice systems (in line with the Vanuatu Constitution and NSDP SOC 5.5)
NSDP Policy Objectives & Targets	Society Pillar - Goal 1, Policy Objectives 1.1, 1.3, 1.4 Target 1.1 - 50% increase of Language documented 1.3 - 30% increase of new cultural site, historical site registered by 2030 1.4 - 100% of relevant bills (Land, culture, environment) debate in parliament
Ministry Policy Objectives	NA 1. Strengthening of Custom Governance to ensure that all custom governance programs including registration, mapping, data collection for all custom authorities in the Republic of Vanuatu are finalized and linked to the formal governance system and legislation 2. Strengthen administration to ensure that the administration of Malvatumauri is effective and provides sound advice to the Council of Chiefs 3. To strengthen office capacity at national Island Council Area Council and Village level to ensure smooth collaboration understanding and implementation of the National Priority Action Plan 4. To provide collective advisory roles to the Council members and the Council 5. To ensure food and nutrition security through traditional knowledge 6. To advance the Society, Economy and Environment Pillars of the NSDP while contributing to national development, social stability, and economic resilience 7. To ensure the operational of Cultural Hub 8. To ensure funds are to be used for the operation of the Island and Urban Council of Chiefs in relation to the national and island objectives & work plans



	9. None of the money is to be used as salary or sitting fees but mainly used for logistics to conduct meetings and shall be limited to • Transportation • Stationery • Communications 10. The Malvatumauri Members Allowances or Responsibility Allowances are in accordance with the GRT Determination			
Program	CDA 1 MCC Activity. 04A1 – Administration			
Objective	1. Strengthening of Custom Governance to ensure that all custom governance programs including registration, mapping, data collection for all custom authorities in the Republic of Vanuatu are finalized and linked to the formal governance system and legislation			
Outcome	Custom governance programs including registration, mapping, data collection for all custom authorities in the Republic of Vanuatu and linked to the formal governance system			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1 Registration of members of councils in accordance to Institutional Structure	1.1.1 Members registered and captured on Data Base	CEO Malvatumauri	2026-2030	Up-to-date Data Base provides accurate membership records for improved Organisational and compliance outcomes
(04A1 – Administration)				
2.2. Identification of customary boundaries and chiefly authority's structures and	1.2.1 Identification of customary boundaries and dispute reduction reported in Q 1 Q 2 Q 3 and Annual Report	CEO Malvatumauri	2026-2030	Identification of customary boundaries results in dispute reduction



custom laws (19 Resolutions of the Malvatumauri)				
(04A1 – Administration)				
1.2 Assist with physical customary mapping and zoning for betterment of social and economic welfare between chiefs and people in communities	1.3.1 Physical customary mapping and zoning	CEO Malvatumauri	2026-2030	Physical customary mapping and zoning results in improved social and economic welfare between chiefs and people in communities
(04A1 – Administration)				
1.3 Implementation of National Chief's Act (No.23 of 2006),	1.4.1 Implementation Plan developed for National Chief's Act (No.23 of 2006	CEO Malvatumauri	2026-2030	Implementation Plan provides the opportunity for NPP development for MBC consideration to ensure resources are available
(04A1 – Administration)				
	1.4.2 Implementation of other related legislation in relation to Chief's Act	CEO Malvatumauri	2026-2030	Implementation Plan of other related legislation in relation to Chief's Act progresses operationalization
1.4 Implementation of Malvatumauri Council of Chiefs Resolutions & Policies;	1.5.1 DCO/COM Papers developed to progress policy & Resolution implementation	CEO Malvatumauri; Sector Analyst (DSPPAC)	2026-2030	DCO/COM Papers formalize Resolutions
(04A1 – Administration)				



1.5 Review cultural policies and link to other Government Sectors (04A1 – Administration)	1.6.1 Matrix developed and used in Business Plans for Workshops with Sector Stakeholders	CEO Malvatumauri	2026-2030	Workshops with Sector Stakeholders create “buy in” for policy development & harmonization
1.6 Up-dated Data Management System for registration of Chiefs and other officers. (04A1 – Administration)	1.7.1 Data Management System kept up-to-date and reported x 1 Report annually	CEO Malvatumauri	2026-2030	Up-to-date Data Management system used for evidenced based decision making reduces risk of litigation & disputes
1.7 Ongoing identification Kastom Governance Project as per 19 Resolutions (CC Road Map) with 4 reports (04A1 – Administration)	1.8.1 Reports x 4 Quarterly Reports track Project progress	CEO Malvatumauri	2026-2030	Kastom Governance Project implemented & reported as per 19 Resolutions (CC Road Map)
1.8 Advocacy & Awareness program implemented (04A1 – Administration)	1.9.1 Brochures x 500	CEO Malvatumauri	2026-2030	Brochures improve knowledge of Malvatumauri, Island and Area Councils
Objective	2. Strengthen administration to ensure that the administration of Malvatumauri is effective and provides sound advice to the Council of Chiefs			
Outcome	Administration strengthened to ensure that the administration of Malvatumauri is effective			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures



		Agencies by Position		
2.1 Continue developing chief's training as well as communication and education (04A1 – Administration)	2.1 Training workshops reported in Annual Report (Location, attendees, topics & outcomes) through Staff Development Plan x 1 implemented & reported in Annual Report	CEO Malvatumauri	2026-2030	Training improves capacity of Chiefs for customary and formal legislative compliance
	2.1.1 Annual Report on 500 Chiefs trained	CEO Malvatumauri	2026-2030	Training improves capacity of Chiefs for customary and formal legislative compliance
2.2 Continuously providing administrative support to Head Office (04A1 – Administration)	2.2 Administrative support improves efficiency and use of resources (financial & budget)	CEO Malvatumauri	2026-2030	Administrative support improves efficiency and use of resources (financial & budget)
2.3 Implementation of Organisational structure (04A1 – Administration)	2.3 Organisational Structure implemented as per Implementation Plan x 1 in approved Restructure Submission	CEO Malvatumauri & SLO (Official Salaries Act)	2026-2030	Organisational Structure implemented as per Implementation Plan results in adequate levels of skilled staff
2.4 Strengthening of infrastructure capacity in levels of customary structure (04A1 – Administration)	2.4 Malvatumauri offices are well maintained with budget allocated in Business Plans	CEO Malvatumauri	2026-2030	Office space is safe and compliant with Building Codes for professional office operations
Objective	3. To strengthen office capacity at national Island Council Area Council and Village level to ensure smooth collaboration understanding and implementation of the National Priority Action Plan			



Outcome	National Island Council Area Council and Village Councils strengthened to implement of the National Priority Action Plan			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.1 Support National Council Sittings <i>(04A1 – Administration)</i>	3.1.1 National Council Sittings are held & Minute	CEO Malvatumauri	2026-2030	Meetings held & minute ensures compliant operation of Council
3.2 Develop staff capacity <i>(04A1 – Administration)</i>	3.2.1 Training Plan developed and budgeted in Business Plan/s	CEO Malvatumauri	2026-2030	Skilled staff deliver operations of Malvatumauri effectively and professionally
3.3 Strengthen Area, Village and Nakamal Council of Chiefs <i>(04A1 – Administration)</i>	3.3.1 Training & Workshops Plan for Area, Village and Nakamal Council of Chiefs developed and budgeted in Business Plan/s	CEO Malvatumauri	2026-2030	Training for Area, Village and Nakamal Council of Chiefs ensures compliant & culturally appropriate operations
3.4 Set up Area Councils <i>(04A1 – Administration)</i>	3.4.1 Area Councils x 12 set up	CEO Malvatumauri	2026-2030	Establishment of Area Councils improves administration
	3.4.2 Election Reports by 60	CEO Malvatumauri	2026-2030	Election Reports improve transparency of elections



	3.4.3 Administration of Set Up of Island Council of Chiefs x 6 Reports	CEO Malvatumauri	2026-2030	Administration Reports improve transparency of Island Council use of funds
3.5 Setting up and strengthening of the administration of Island and Area Council of Chiefs; (04A1 – Administration)	3.5.1 Administration of Island and Area Council of Chiefs supported by Procedures Manual or SOPs	CEO Malvatumauri	2026-2030	Procedures Manual or SOPs improve compliant & effective administration
3.6 Election of Council of Chiefs (04A1 – Administration)	3.6.1 Area Council	CEO Malvatumauri	2026 - 2030	Election Reports improve transparency of election
	3.6.2 Island Council			
	3.6.3 Urban Council			
	3.6.4 Malvatumauri Council			
3.7 Gratuity Payments for Malvatumauri Members (04A1 – Administration)	3.7.1 Facilitate payment of Members of Malvatumauri Council of Chiefs	CEO Malvatumauri	2026 - 2030	
3.8 Responsibility Allowance (04A1 – Administration)	3.8.1 Responsibility allowance for new Malvatumauri Members disbursed to New Member accounts and operational	CEO Malvatumauri	2026 - 2030	
3.9 Severance payment for President of Malvatumauri (04A1 – Administration)	3.9.1 Severance payment of the president of Malvatumauri Council of Chiefs paid	CEO Malvatumauri	2026 - 2030	
Objective	4. To provide collective advisory roles to the Council members and the Council			
Outcome	Council members and the Council provided with sound advice, improving operations & Organisational outcomes			



Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
4.1 Sound advice provided <i>(04A1 – Administration)</i>	4.1.1 Briefing papers, data and information provided to Council	CEO Malvatumauri	2026-2030	Well researched and evidence-based advice improves decision making outcomes
	4.1.2 Council Sitting minute	CEO Malvatumauri	2026-2030	Minutes improve transparency
Objective	5: To Ensure food and nutrition security through traditional knowledge			
Outcome	Establishes a national framework for local food production and procurement, increasing access to healthy traditional foods.			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
5.1 Implementation of the Malvatumauri 50,000 Taro Policy <i>(04A1 – Administration)</i>	5.1.1 Secure and manage funding	CEO Malvatumauri	2026-2030	Administration Reports improve transparency of Island Council use of funds
	5.1.2 Establish Steering committee and stakeholder linkage	CEO Malvatumauri	2026-2030	Committee improves transparency
	5.1.3 produce and execute implementation plans	CEO Malvatumauri	2026-2030	Implementation Plan in relation to the policy



				progresses operationalization
Objective	6: To advance the Society (SOC), Economy (ECO), and Environment (ENV) pillars of the National Sustainable Development Plan while contributing to national development, social stability, and economic resilience			
Outcome	It is a national development instrument supporting the NSDP, the National Labour Mobility Policy 2024–2027, the National Early Childhood Development Policy, and the constitutional role of the Malvatumauri Council of Chiefs			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
6.1 Implementation of Malvatumauri Disengagement Policy (04A1 – Administration)	6.1.1 Secure and manage Funding	CEO Malvatumauri	2026-2030	Administration Reports improve transparency of Island Council use of funds
	6.1.2 Establish National Labour Mobility Compliance and Monitoring Committee for national coordination mechanism operational	CEO Malvatumauri	2026-2030	Committee improves Transparency
	6.1.3 Produce and implement plans derived from the policy	CEO Malvatumauri	2026-2030	Implementation Plan in relation to the policy progresses operationalization
Objective	7: To ensure the operational of Cultural Hub			
Outcome	Sufficient operation of Tafea Province cultural Hub mechanism and plans			



Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
7.1 Implementation of COM decision on approval of Tafea Cultural Hub (04A1 – Administration)	7.1.1 Secure and Management of Funding	CEO Malvatumauri	2026-2030	Administration Reports improve transparency of Island Council use of funds
	7.1.2 Establish National Steering committee and administration	CEO Malvatumauri	2026-2030	Committee improves Transparency
	7.1.3 Produce and implement plans derived from strategies and operational plans	CEO Malvatumauri	2026-2030	Implementation Plan in relation to the policy progresses operationalization
Program	CDA2 MCC Activity: 04A2 – Government Grants to the Island councils of chiefs			
Objective	8. To ensure funds are to be used for the operation of the Island and Urban Council of Chiefs in relation to the national and island objectives & work plans			
Outcome	Operations are compliant with funds used as planned to improve operations			
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Assessment Mitigation Measures Risk and
8.1. Facilitation of the funds transfer process into each Island and Urban Council of	8.1.1 Funds transferred accurately with Monthly Report x 12	CEO Malvatumauri	2026-2030	Monthly Report on deposits mitigates risk of misuse and fraud



Chiefs Accounts at beginning of each financial year <i>(04A2 – Government Grants to the Island councils of chiefs)</i>					
8.2. Ensure accurate timely reporting of funds use <i>(04A2 – Government Grants to the Island councils of chiefs)</i>	8.2.1 Quarterly Reports x 4 demonstrate accurate timely funds use	CEO Malvatumauri	2026-2030	100% compliance with PFEM Act	
8.3. Funds used properly with acquittals Report to Office of the Malvatumauri <i>(04A2 – Government Grants to the Island councils of chiefs)</i>	8.3 1 Acquittals to Office are 100% compliant to PFEM act requirements	CEO Malvatumauri	2026-2030	100% compliance with PFEM Act	
	1.3.2 Official ceremonies held, reported and acquitted x 30	CEO Malvatumauri	2026-2030	Official ceremonies held, reported and acquitted are compliant	
Program	CDA 3 MCC Activity: 04A3 – Malvatumauri Members Allowance				
Objective	9. The Malvatumauri Members Allowances or Responsibility Allowances are in accordance with the GRT Determination				
Outcome	Payments are on time and procedurally compliant				
Key Activities	Output or Services Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Assessment Mitigation Measures	Risk and



9.1. The Malvatumauri Members Allowances or Responsibility Allowances are in accordance with the GRT Determination (04A3 – Malvatumauri Members Allowance)	9.1.1 Funds transferred accurately with Monthly Report x 12	CEO Malvatumauri	2026-2030	Monthly Report on deposits mitigates risk of misuse and fraud
9.2. Roles & responsibilities to be monitored through achievement of National, Island and Urban Council Objectives (04A3 – Malvatumauri Members Allowance)	9.2.1 Annual Report x 1 demonstrates roles & responsibilities compliance through achievement of National, Island and Urban Council Objectives	CEO Malvatumauri	2026-2030	Report identifies risks and opportunities for improved performance





Human Resources

Analysis of Current Organizational Structure

The current Corporate Service Unit Organizational Structure is outdated; it was last developed in 2014 with a total of 48 positions. The structure is more than 70% filled, hence the review is currently underway. The current approved structure is no longer fit for purpose and does not cater for the current changing landscape. A big part of this is the merging of the Ministry of Youth and Sports into the Ministry of Justice and Community Services. Late last year 2025, to early this year 2026, through Public Service Commission guidance, all ministries including the Ministry undergo a Job Description Transpose. During this process we were able to identify areas of needs, which will be targeted along with the current review of the organizational structure.

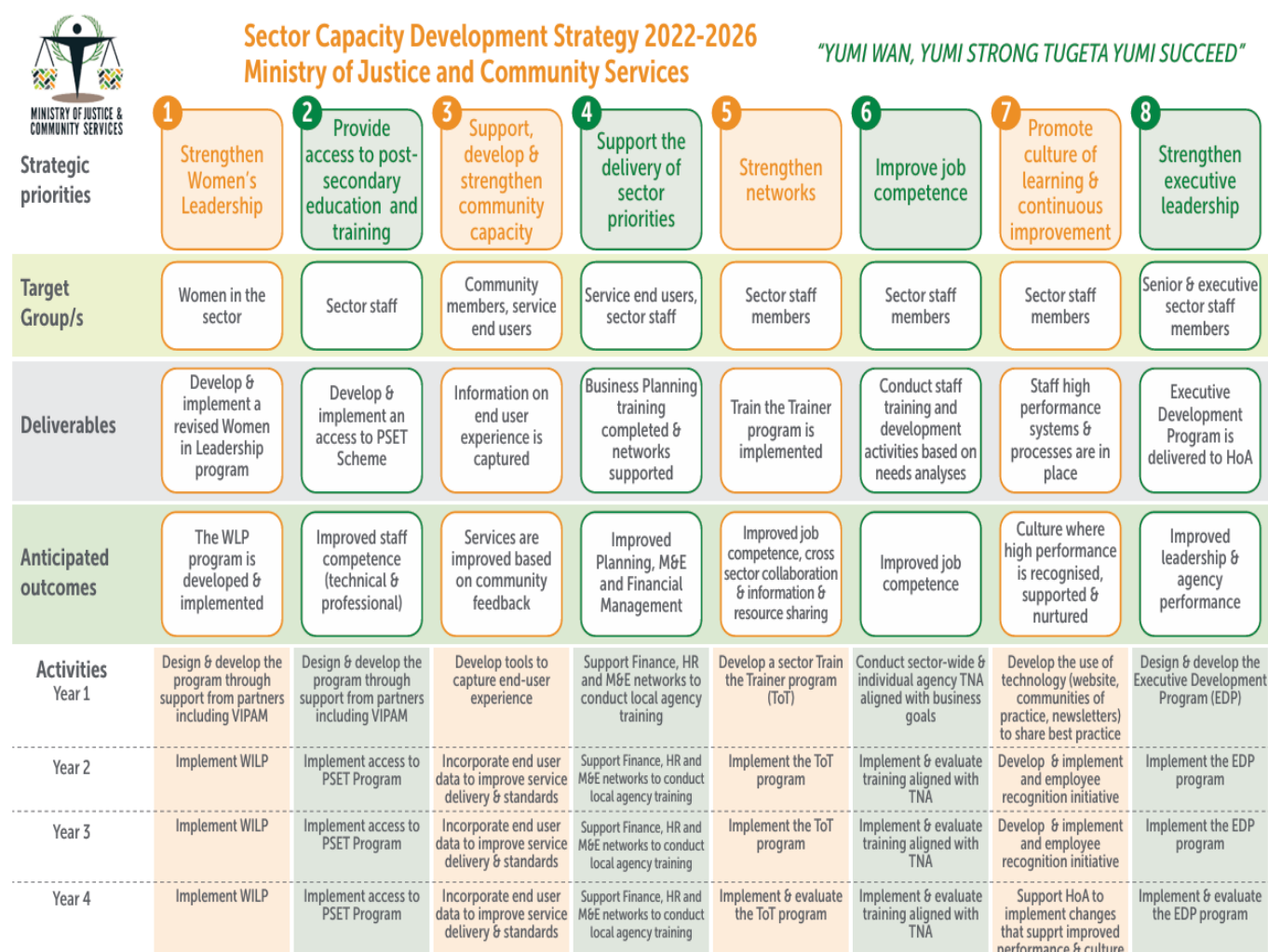
There are several new expectations for this Ministry to address, including some previously mentioned but not really addressed in the Work Force, i.e. Juvenile Bill, adoption bill, Youth and Sports policies respectively, the current work on Comprehensive Social Protection Policy, hence the more emphasis on the review of the ministry structure. The review will also consider the new unit of Project Management which was first brought up after the 17th of Dec earthquake. Once the structure review come to a complete, we will have to recruit people with the right skills and expertise to progress emerging needs in the Ministry.

Training and Capacity Building at this moment is being supported through VIPAM (Vanuatu Institute of Administration and Management), VAPJP (Vanuatu Australia Policing and Justice Program) and the Vanuatu Government. Identification of training is being done from a bottom-up approach through performance appraisal and supervisors' recommendations. However, the ministry continues to provide generic training on targeted areas such as Performance Management for supervisors and officers, in house sessions, Networking of HR, Finance and M&E and important platform as the Sector Leadership Group Meeting that brings together all heads of agencies across the Justice and Youth Sector.

Human Resource Development Plan

The Ministry developed a Capacity Development Strategy in 2025, which will need to undergo a review by end of 2026 or mid-2027. The strategy can be access here, however a one pager of the strategy is shown below.

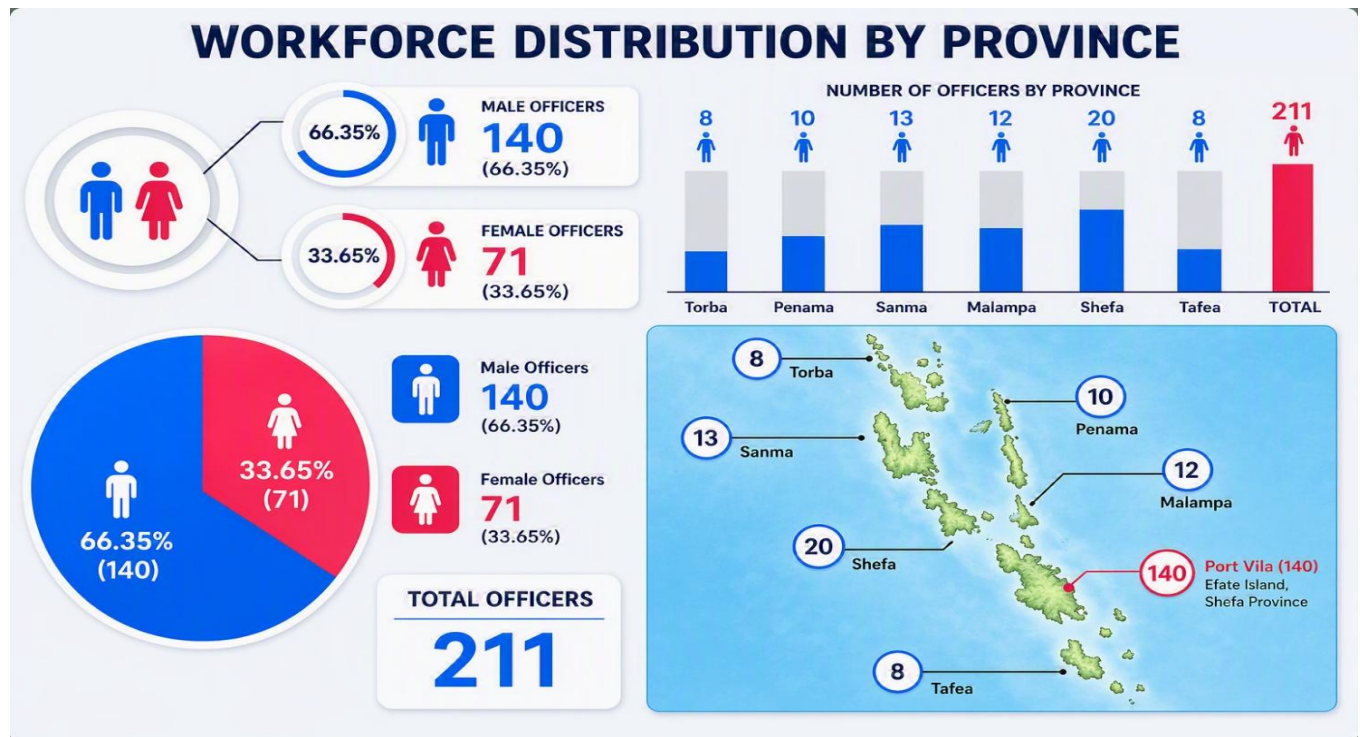
Figure 13: CD Strategy



The Sector Capacity Development Strategy (2022–2026) outlines a coordinated, four-year approach to strengthening institutional capacity and improving service delivery within the Ministry of Youth, Justice and Community Services. It is guided by eight strategic priorities, including leadership development, workforce upskilling, expanded access to training, strengthened networks, and the promotion of continuous learning. These priorities are implemented through targeted programmes, systems improvements, and capacity-building initiatives aimed at key groups such as sector staff, community members, and senior leadership. Phased from design to implementation and evaluation, the strategy adopts a results-based approach to foster a skilled, inclusive, and high-performing workforce, ultimately enhancing the effectiveness and responsiveness of justice and community services.

Analysis of Current Structure

Figure 14: Analysis of Current Structure



Workforce distribution by Gender

Figure 15: Workforce distribution by Gender

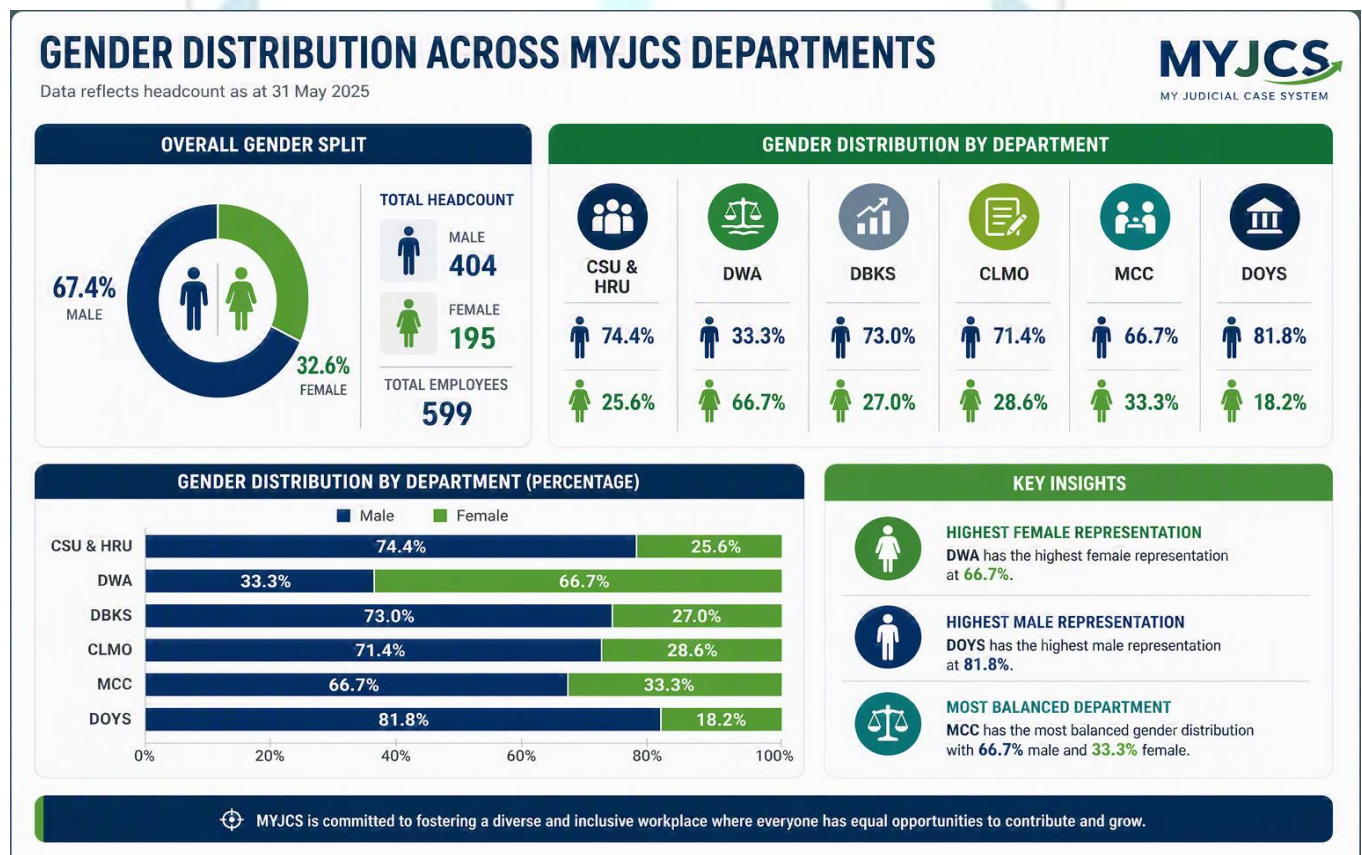
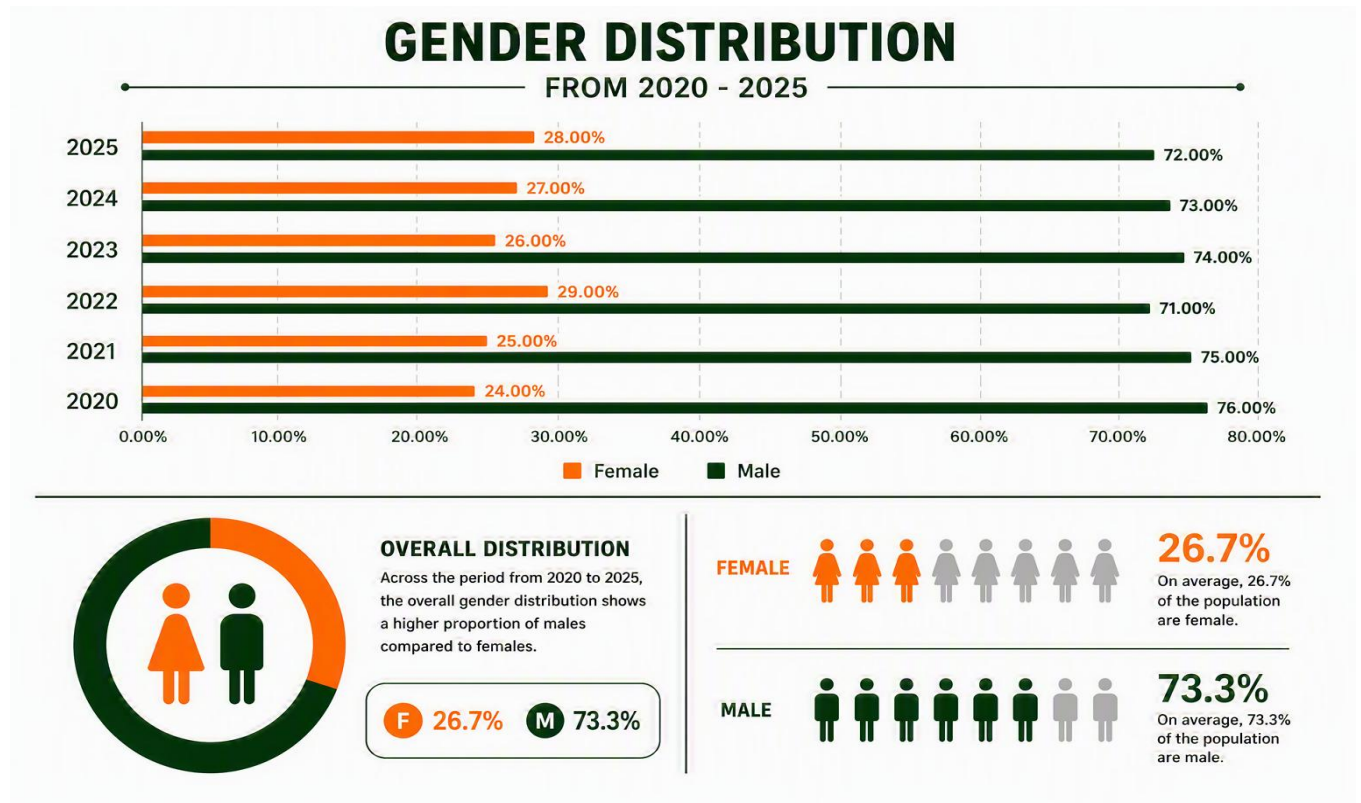




Figure 16: Gender Distribution from 2020 to 2025



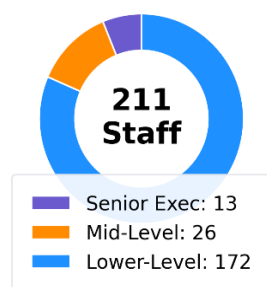
Workforce Composition by Position Level

Most staff occupy operational and support roles. Senior executive positions are limited, concentrated mainly at headquarters.

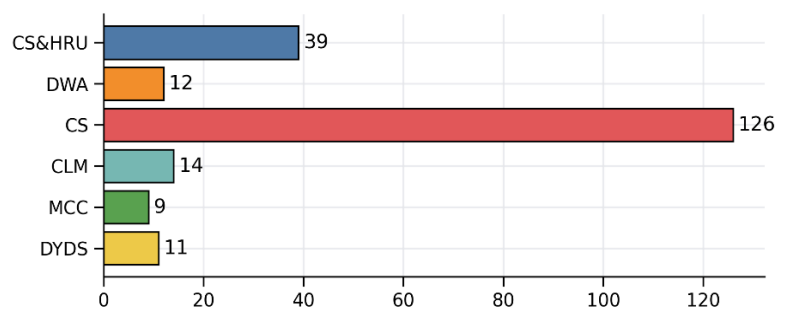
Figure 17: Workforce composition by position level

MYJCS Staff Profile by Position Level (2025)

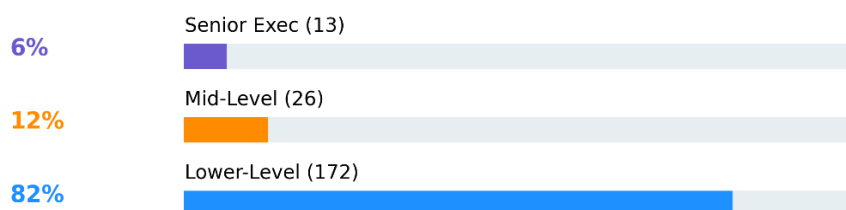
POSITION LEVEL DISTRIBUTION



STAFF BY DEPARTMENT



WORKFORCE COMPOSITION



Source: MYJCS Staff by Position Level (2025)



Employment Status

Figure 18: Employment Status 2025



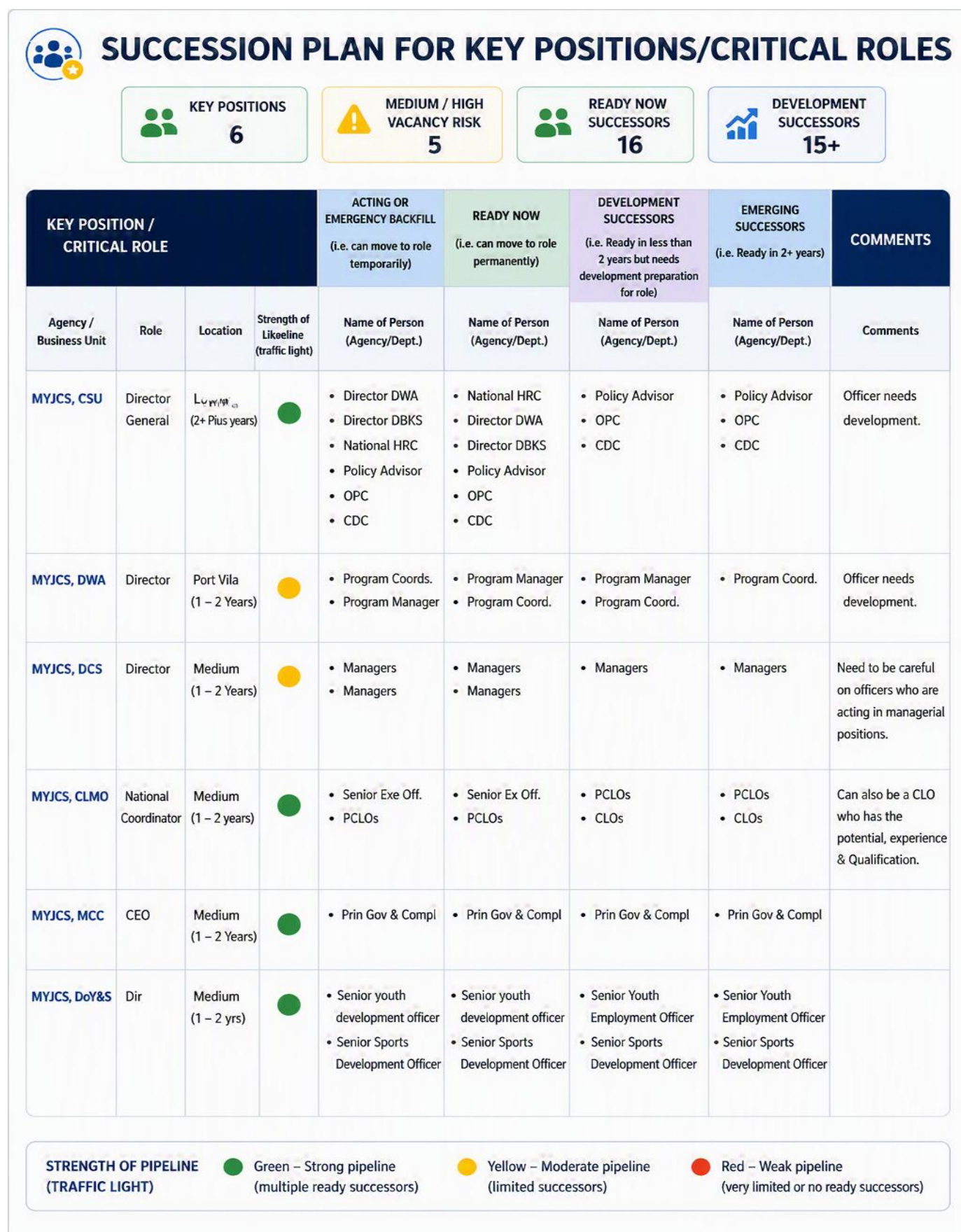
Figure 19: Organizational Staffing Structure

ORGANISATIONAL STAFFING STRUCTURE	
Fit for Purpose Criteria Checklist	
Criteria	Status
A. The Structure	
1 Is clearly aligned with the Ministry's core functions and/or programs and/or service delivery processes	Met
2 Has logical lines of people management responsibility with no manager managing more than 10 employees	Not Met
3 Has horizontal as well as vertical elements providing for a senior management team and cross cutting functions	Unclear
4 Does not overload one position or unit	Not Met
5 Supports team working and collaboration, and discourages isolation	Met
6 Provides career pathways	Met
7 Does not duplicate functions that exist elsewhere	Unclear
8 Supports decentralisation	Met
9 Supports digital communication and delivery channels	Not Met
B. Positions	
10 Have completed descriptions using the PSC approved Job Description form	Met
11 Have knowledge and skills profiles	Unclear
12 Are logically placed in the structure enabling work to be co-ordinated and managed effectively	Met
13 Are not designed to accommodate specific people or provide remuneration increase for specific people	Unclear
C. The Number of Established Positions (Capacity)	
14 Reflects the volume of demand, taking account of demographic changes and need for service	Not Met
15 Does not accommodate 'false demand'	Unclear
16 Does not assume work will be done by TAs, volunteers or interns outside of the structure	Unclear
17 Is proportionate when compared to the establishment of other agencies	Not Met
D. The Cost of the Positions	
18 Is affordable within the current budget	Met
19 Is proportionate when compared to the remuneration budgets of other ministries	Unclear
20 Provides value for money considering the value of the outcomes it will produce	Unclear



Succession Plan

Figure 20: Succession Plan of MYJCS





Retirement Plan

Figure 21: Retirement plan

MINISTRY OF YOUTH, JUSTICE AND COMMUNITY SERVICES – RETIREMENT PLAN DASHBOARD

TOTAL STAFF IN PLAN: 17

UPCOMING RETIREMENTS (<2 YRS): 2
Hinge & Narvot

IDENTIFIED SUCCESSORS: 3
Vijinaia, Maki, Crimson

1. CRITICAL RETIREMENT MAPPING

Position Title	Current Incumbent	Department/Unit	Vacancy Risk	Impact Rating
Chief Executive Officer	Tom Jean Pierre	MCC	Medium - calcu: 2034 date	High
Disability Desk Coordinator	Ginette Morris	CSU / Disability Desk	Low - 2032	High
National Human Rights Coord	Albert Nalpini	CSU / HR Unit	Medium - 2037	High
Policy Advisor	Jenny Tevi	CSU	Low - 2033	Medium

2. SUCCESSION PIPELINE TRACKER

Position	Named Successor	Successor	Successor Type	Development Plan Started	Readiness Status
Disability Desk Coordinator	Ginette Morris	Vijinaia Lele (Malampa DO)	External Hire	☒	Readiness Review
Chief Executive Officer	Tom Jean Pierre	Crimson Bani	Internal Promotion	☒	Readiness Review
Senior Executive Officer	Olul Linda	Maki Nip	Internal Promotion	☐	Not Yet Started

3. KEY RETIREMENT MILESTONES & TRANSITION PLANS



Retirement Plan Template - V.2024 - Government of Vanuatu



Training Plan





2026 – 2030 NHRDP IMPLEMENTATION PLAN

STRATEGIC ALIGNMENT & WORKFORCE DEVELOPMENT FRAMEWORK

MINISTRY OF YOUTH, JUSTICE AND COMMUNITY SERVICES



OUR GOAL

Build a skilled, inclusive and professional workforce capable of delivering quality justice, youth and community services throughout Vanuatu.



PILLAR 1 IMPROVE ACCESS TO JUSTICE SERVICES

KEY CAPACITY GAPS

- Justice in Communities trainings
- Incidental Report Writing
- Mediation & Conflict Resolution Skills at Local Level
- Juvenile Justice
- Monitoring & Evaluation Trainings

TARGET GROUPS

- Provincial Officers
- Probation Officers
- Correctional Officers
- Child Protection Officers
- Disability Officers
- M&E Officers & Focal Points



IMPLEMENTATION PERIOD
2027 – 2030



EXPECTED OUTCOME

- ✓ Improved community justice delivery
- ✓ Stronger legal awareness
- ✓ Better reporting and accountability



PILLAR 2 EQUITABLE & INCLUSIVE COMMUNITY SERVICES

KEY CAPACITY GAPS

- Justice in Communities trainings
- Accessibility & Inclusion
- Digital Innovation
- Land Management & Custom Mediation
- Project Management
- Gender Equality & Social Inclusion
- Conflict Resolution & Negotiation
- Community Legal Awareness

TARGET GROUPS

- All Officers
- Provincial Officers
- CLOs
- Justice Gender Protection Cluster Members & Stakeholders



IMPLEMENTATION PERIOD
2026 – 2030



EXPECTED OUTCOME

- ✓ Inclusive service delivery
- ✓ Stronger community engagement
- ✓ Improved provincial access to services



PILLAR 3 STRENGTHEN SECTOR COORDINATION & ORGANISATIONAL PERFORMANCE

KEY CAPACITY GAPS

- Finance, HR & Management Trainings
- Public Sector Leadership Management
- Performance Management
- Team Building
- Data Management & Technology
- Orientation / Onboarding / Induction
- Strategic Planning & Alignment
- Annual Networking
- Executive Development Programs
- Digital Skills & ICT
- Risk Management & Business Continuity
- Targeted Communication Training

TARGET GROUPS

- Executive Management
- HR Officers
- Finance Officers
- Middle Managers
- Supervisors
- Communications Network
- New Officers
- All Officers / Data Custodians



IMPLEMENTATION PERIOD
2026 – 2030



EXPECTED OUTCOME

- ✓ Strong institutional leadership
- ✓ Better planning & coordination
- ✓ Improved accountability and performance



PILLAR 4 EMPOWER YOUTH FOR SUSTAINABLE DEVELOPMENT

KEY CAPACITY GAPS

- Sports Development Training
- Youth Empowerment Training
- Youth Leadership & Governance
- Entrepreneurship & Small Business Management
- Agricultural Entrepreneurship
- Civic Education & Active Citizenship
- Mental Health & Wellbeing
- Gender Equality & Social Inclusion
- Sports Administration & Governance
- Sports Event Management
- Sports Leadership
- Inclusive Sports & Para-Athletics
- Sports Facility Management

TARGET GROUPS

- Youth Leaders
- Sports Officers
- Provincial Youth Representatives
- DoYS Officers



IMPLEMENTATION PERIOD
2027 – 2030



EXPECTED OUTCOME

- ✓ Empowered youth leaders
- ✓ Strong sports sector governance
- ✓ Increased youth participation and economic opportunities

IMPLEMENTATION TIMELINE & MAJOR FOCUS AREAS

2026



Inclusion, Leadership & Performance Management

2027



Justice Training, Community Services, HR & Finance

2028



Digital Innovation, Youth Leadership, Sports Development

2029



Coordination, Monitoring & Evaluation, Service Delivery

2030



Advanced Leadership, Entrepreneurship, Sustainability

KEY BENEFICIARIES



Provincial Officers



Correctional Officers



Probation Officers



Child Protection Officers



Disability Officers



Sports Officers



Middle Managers



Executive Managers



Youth Leaders

EXPECTED OUTCOMES BY 2030

- ✓ Skilled and competent workforce
- ✓ Better access to justice services
- ✓ Inclusive and equitable community support services
- ✓ Stronger sector coordination and governance
- ✓ Empowered youth and resilient communities
- ✓ Improved public sector performance and accountability



INVESTING IN PEOPLE • STRENGTHENING SERVICES • BUILDING A BETTER VANUATU

2026 – 2030



Proposed Structure

The Ministry is currently undergoing reviews:

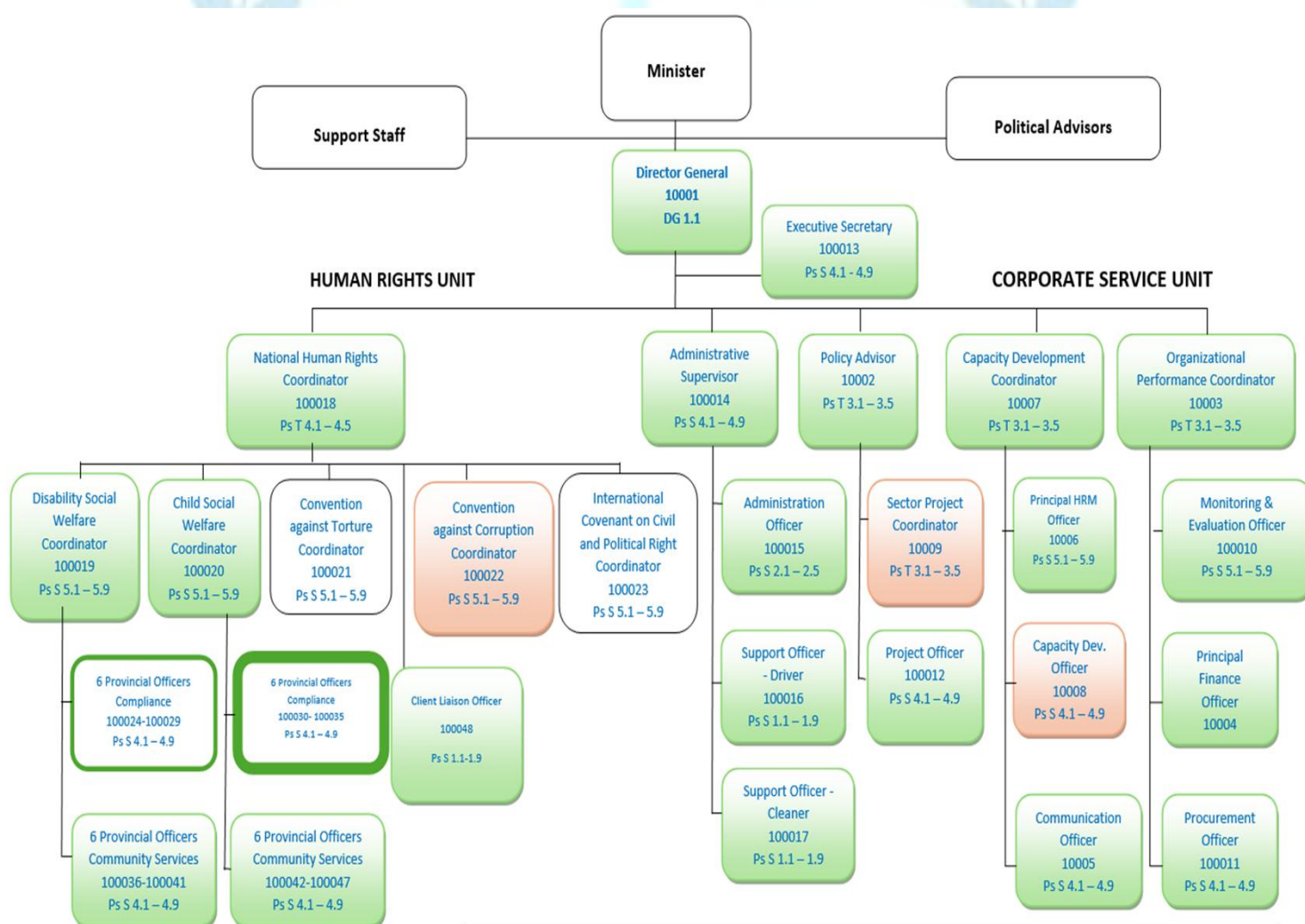
- Corporate Service and Human Rights Unit Organizational Structure Review
- Incorporation of youth and sports into the overall ministry sector strategy

The proposed ministry structure is likely to function as per the chart below, the proposed structure is already prepared and should be submitted to PSC before end of the year, 2026.

The Ministry Current structure was last approved in 2014, this structure is now 81% completed, 39 out of 48 positions filled. The structure is over 10 years and needs to be reviewed. Ministry team made a review. Below is the proposed structure that was presented to PSC. The submission of the structure is still in process and will be submitted this year, 2026. The proposed structure has an addition of 30+ new positions; this includes two new units; Project Management Unit and Policy and Planning Unit. Decentralization of services is a key component when doing the restructuring, particularly in the Human Rights Unit.

Current Structure 2014

Figure 22: Current approved Structure 2014

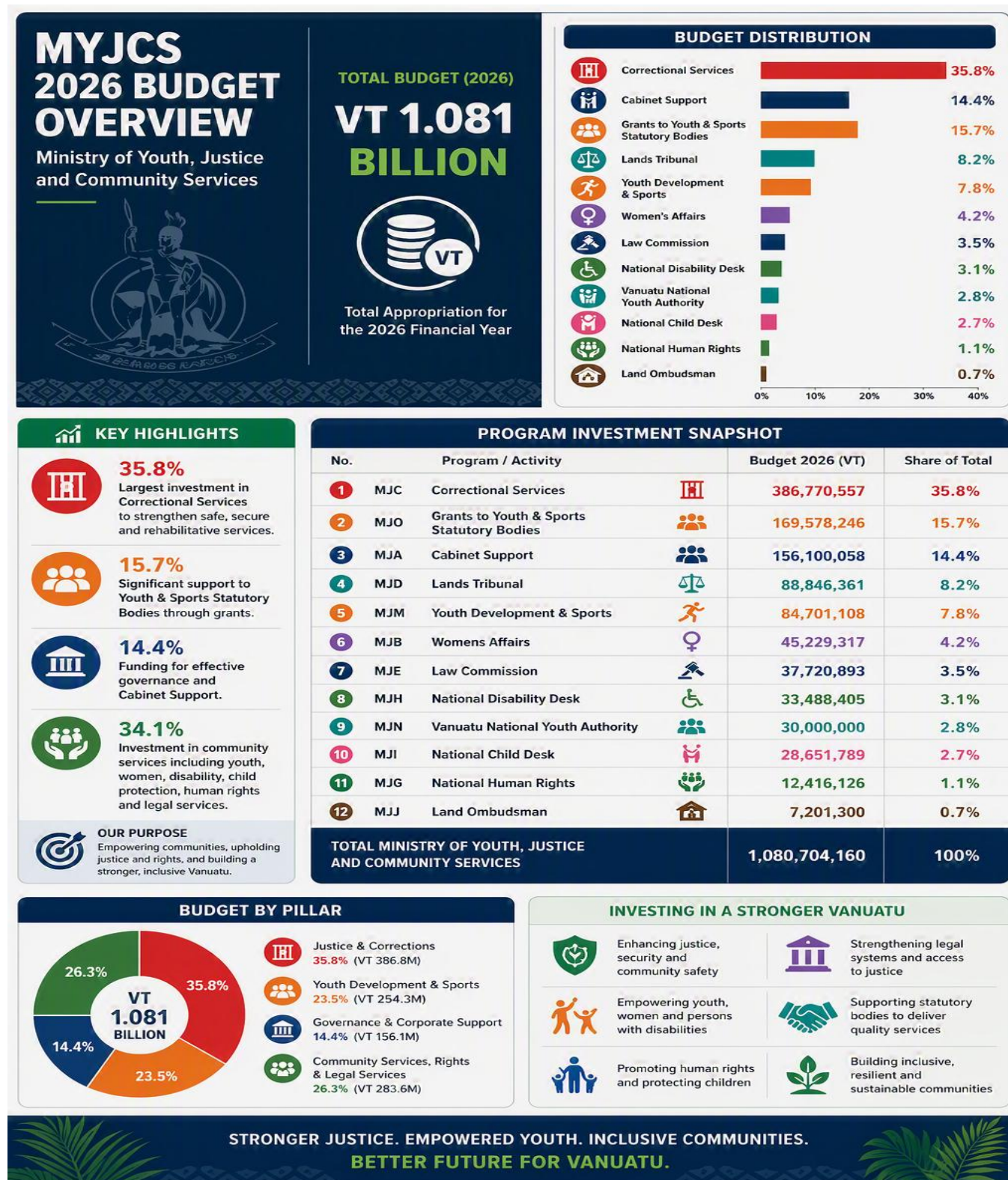




Budget

Current Year Budget

Figure 23: 2026 MYJCS Budget Overview

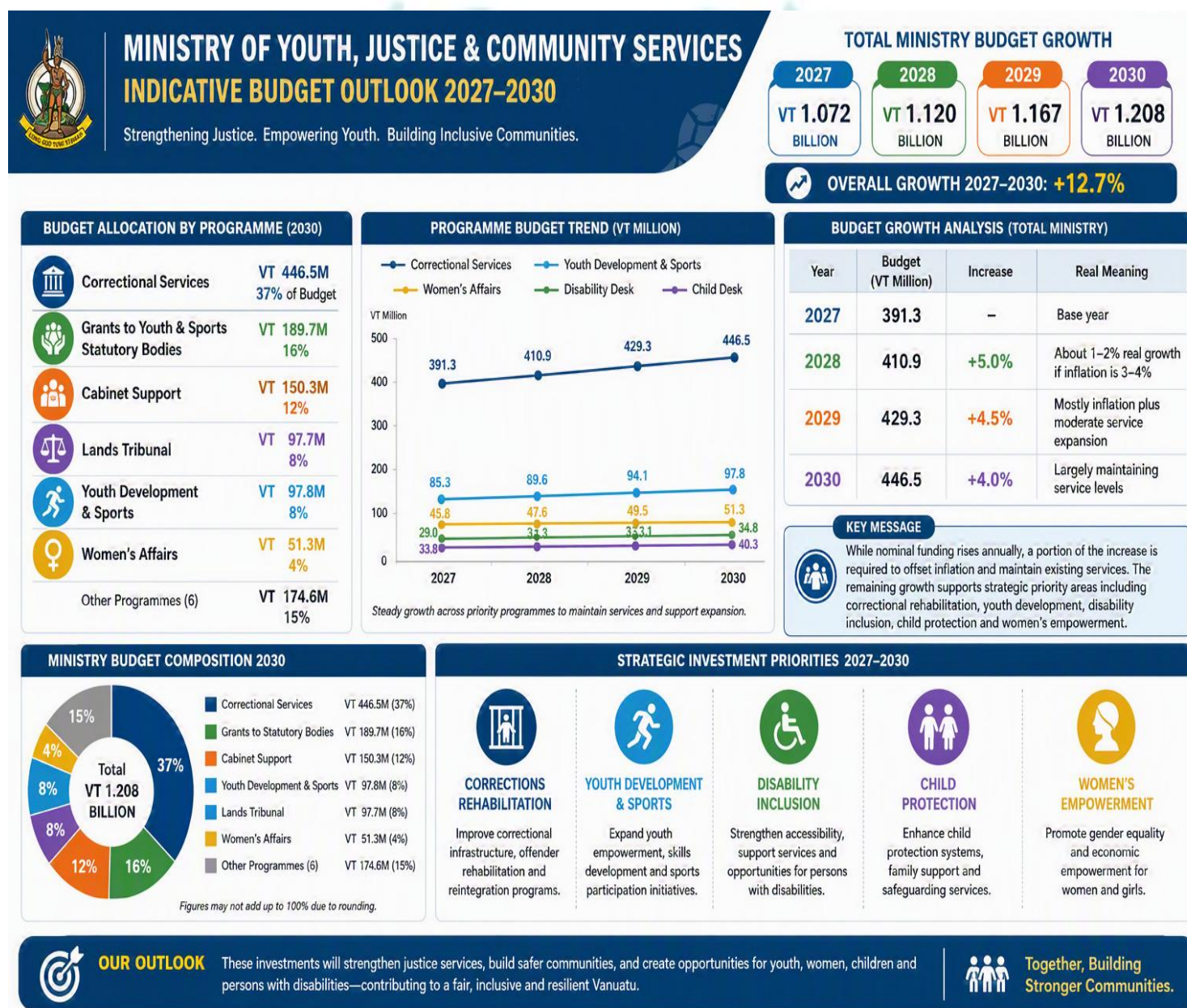




Four-year forecast budget (by program and activity only)

The Ministry of Youth, Justice and Community Services (MYJCS) anticipates steady budget growth over the 2027–2030 period, with total funding increasing from VT 1.072 billion in 2027 to VT 1.208 billion in 2030, representing an overall growth of 12.7 percent. The budget outlook demonstrates the Government’s continued commitment to strengthening justice services, empowering youth, and promoting inclusive community development. While annual budget increases are projected each year, the growth analysis indicates that a portion of these increases will be absorbed by inflation and rising operational costs, meaning that real growth in service delivery capacity is more moderate than the nominal funding increases suggest.

Figure 24: Four-Year Forecast budget 2027 - 2030





By 2030, Correctional Services remains the Ministry's largest investment area, receiving VT 446.5 million (37%) of the total budget, reflecting the priority placed on rehabilitation, infrastructure improvement, and offender reintegration. Significant allocations are also directed towards Grants to Youth and Sports Statutory Bodies (16%), Cabinet Support (12%), Youth Development and Sports (8%), and Lands Tribunal (8%). Programme trend analysis shows consistent year-on-year increases across priority programmes, including Youth Development and Sports, Women's Affairs, Disability Inclusion, and Child Protection, indicating a balanced approach that seeks to strengthen social inclusion, youth empowerment, gender equality, and child safeguarding alongside core justice functions.

Overall, the budget strategy reflects a deliberate shift towards targeted social investment while maintaining essential justice and administrative services. The Ministry's strategic priorities—corrections rehabilitation, youth development, disability inclusion, child protection, and women's empowerment—are supported by sustained funding growth designed to preserve service standards and facilitate gradual programme expansion. Collectively, these investments are expected to contribute to safer communities, improved access to support services, greater opportunities for vulnerable groups, and a more inclusive and resilient Vanuatu by 2030.



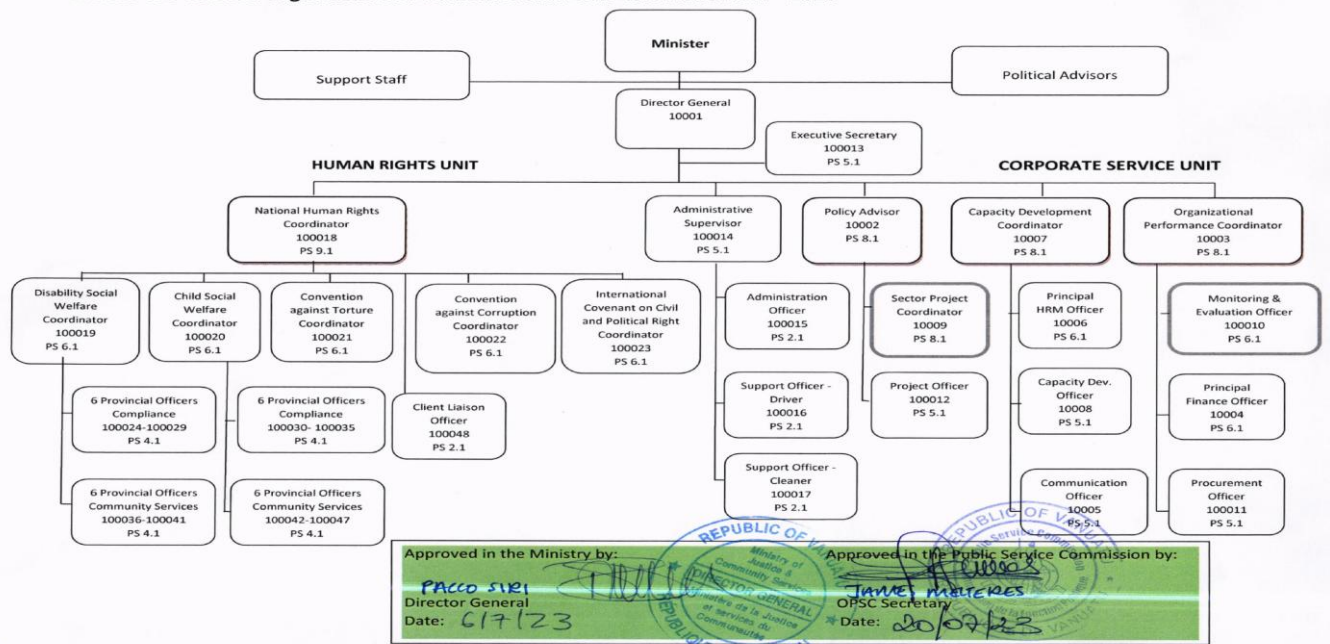


Ministry of Youth, Justice and Community Services Corporate Plan 2026 – 2030



Annex

MOJCS CSU Revised Organizational Structure with 2018 GRT Placement – 2023



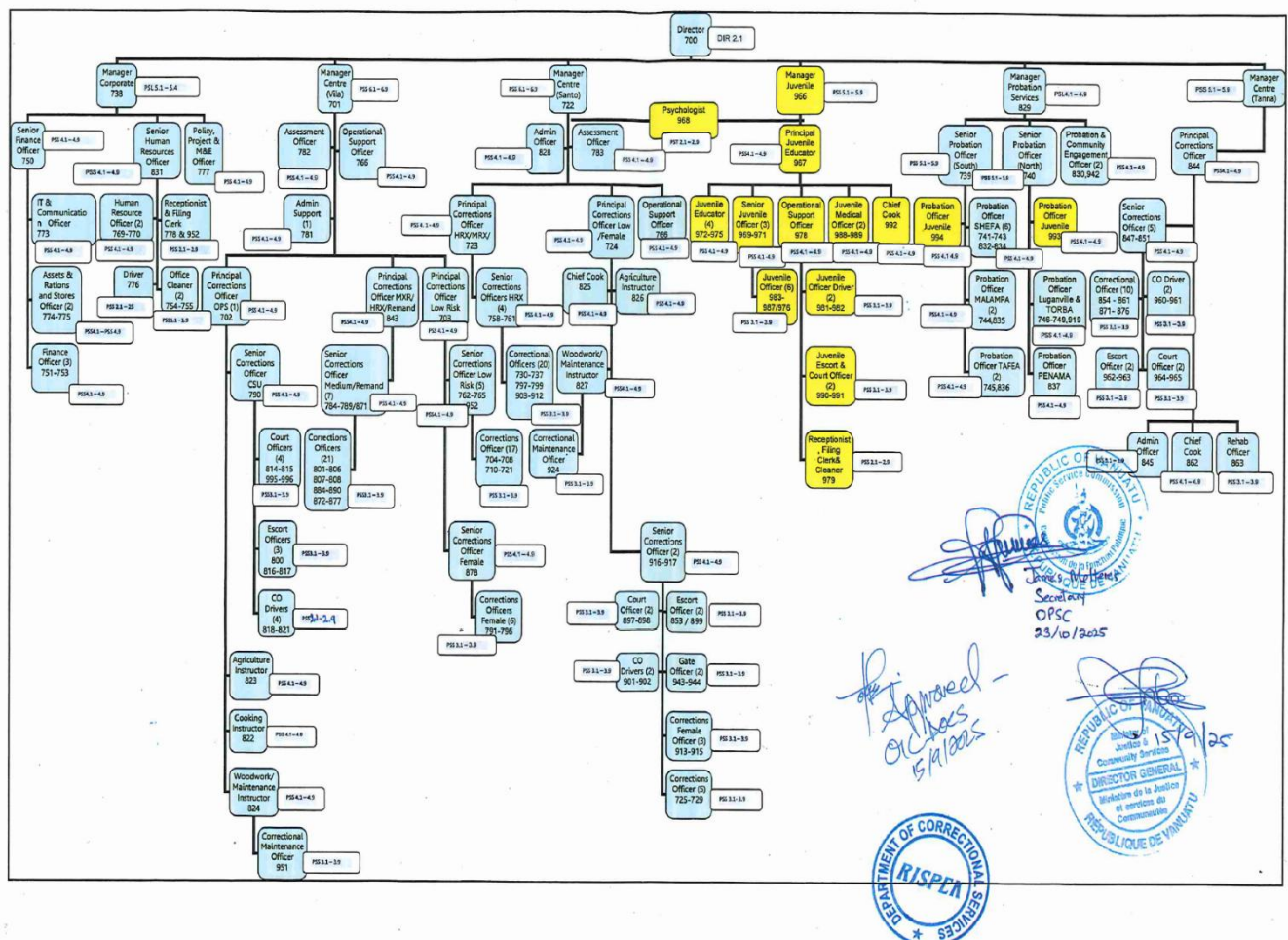
Approved in the Ministry by:

PACCO SIKI
Director General
Date: 6/7/23

Approved in the Public Service Commission by:

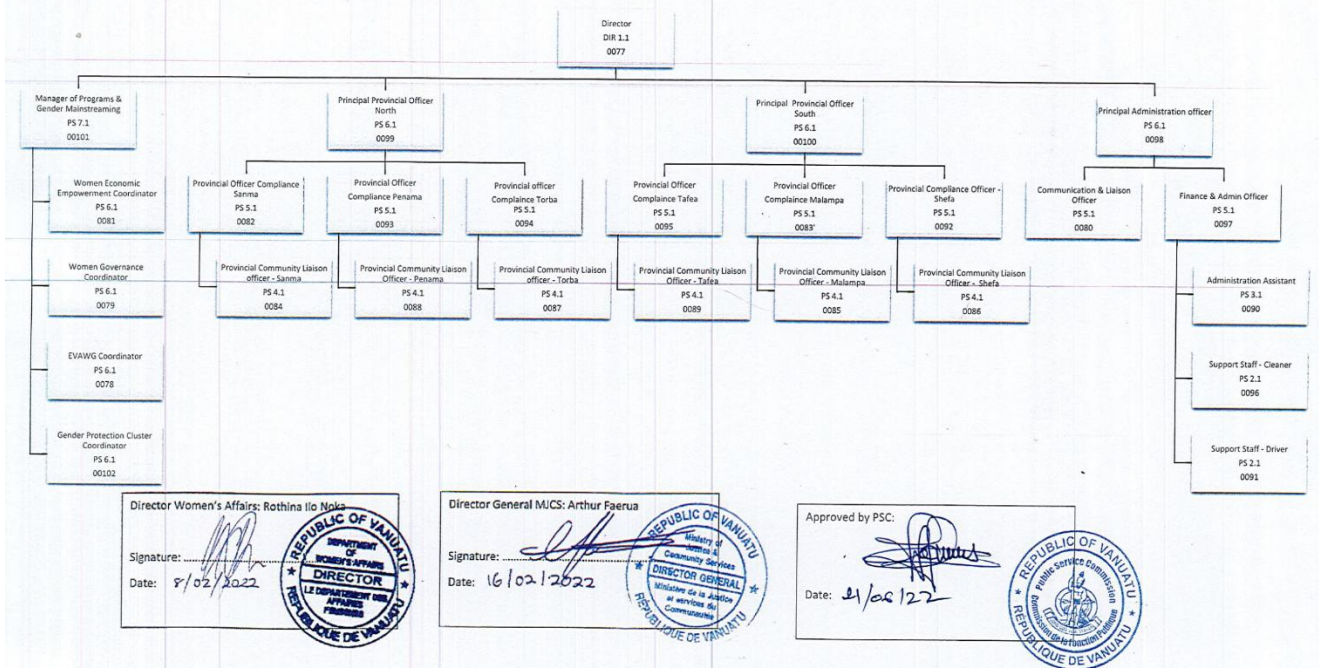
JAMES MATHERS
OPSC Secretary
Date: 20/07/23

DEPARTMENT OF CORRECTIONAL SERVICES – MAMA ORGANISATIONAL STRUCTURE REVIEW

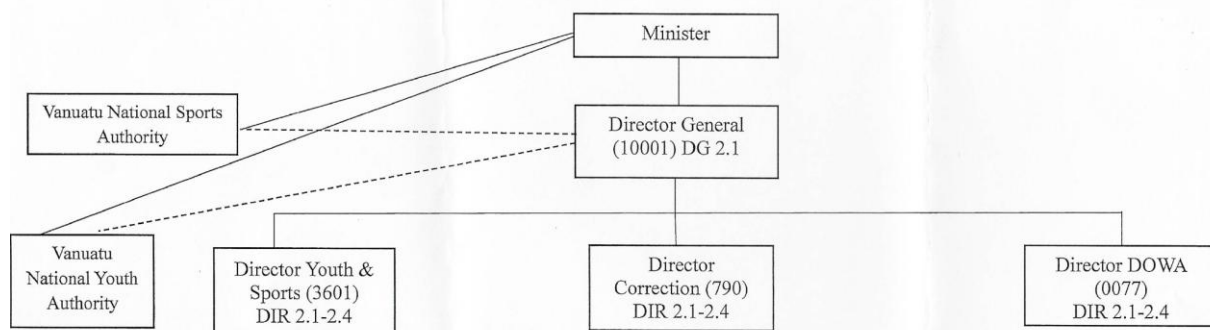




DEPARTMENT OF WOMEN'S AFFAIRS – ORGANIZATIONAL STRUCTURE 2022

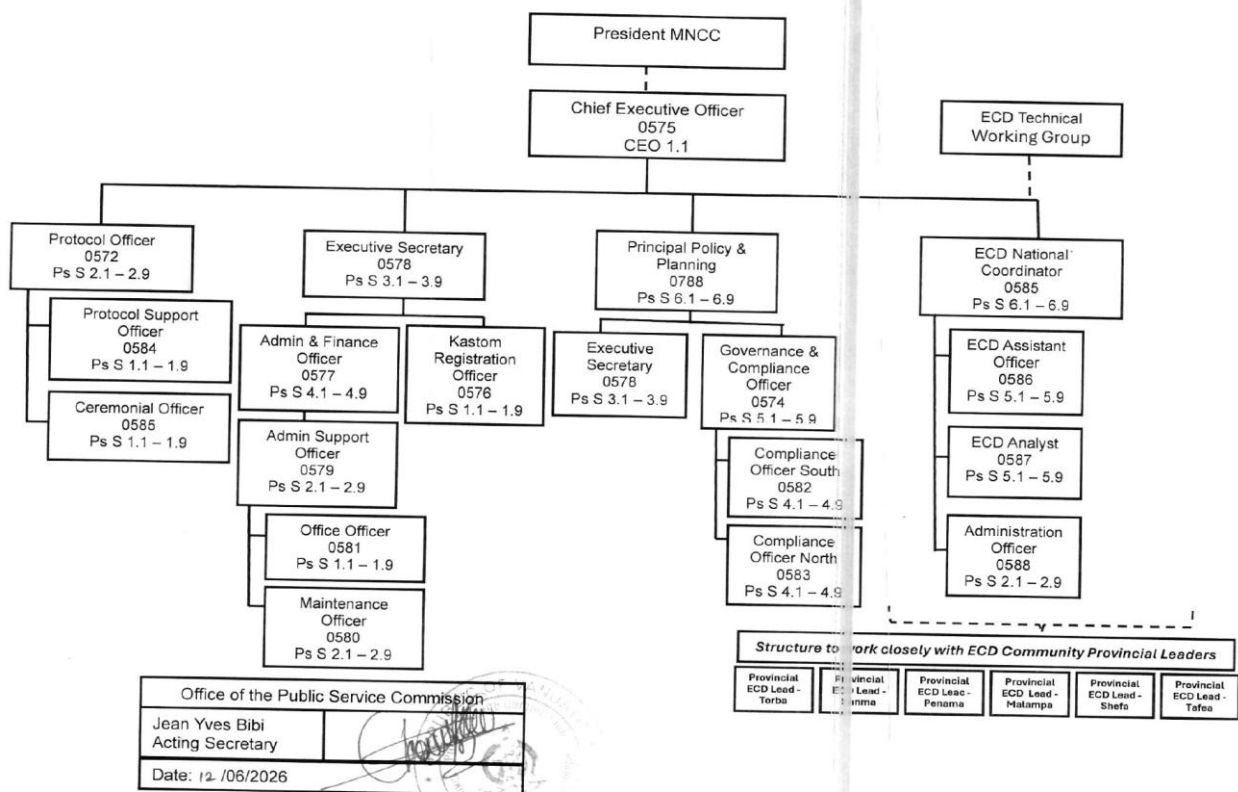
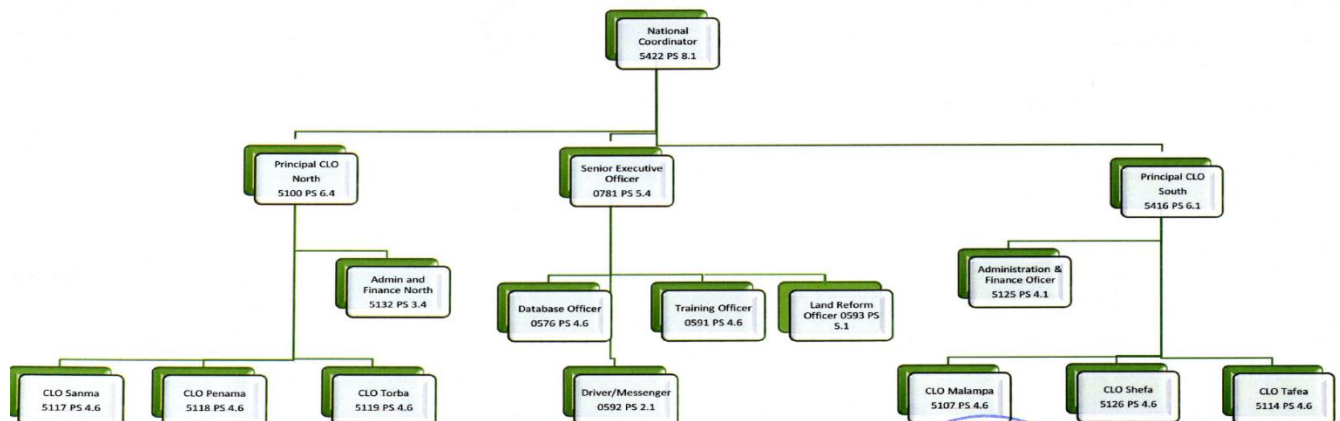


Ministry of Youth, Justice & Community Services (MOYJCS)





CUSTOMARY LAND MANAGEMENT OFFICE STRUCTURE





MINISTRY OF YOUTH, JUSTICE & COMMUNITY SERVICES



PMB 9084, Port Vila, Vanuatu



+678 33615



www.mjcs.gov.vu



MINISTRY OF YOUTH, JUSTICE & COMMUNITY SERVICES



CORPORATE PLAN 2026 - 2030

Monitoring, Evaluation, Research and Learning (MERL) Framework



Acronyms

CAT	Convention Against Torture
CC	Cross-Cutting
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CLMO	Custom Lands Management Office
CRC	Convention on the Rights of the Child
CRPD	Convention on the Rights of Persons with Disabilities
CSA	Correctional Services Act 2006
CSU	Corporate Services Unit (MYJCS)
DBKS	Dipatmen Blong Koreksonal Sevis (Department of Correctional Services)
DWA	Department of Women's Affairs
DY&S	Department of Youth & Sport
EOPO	End of program outcome
GEDSI	Gender Equality Disability & Social Inclusion
GPC	Gender and Protection Cluster
HoAs	Heads of Agencies
HRU	Human Rights Unit (MYJCS)
ICCPR	International Covenant on Civil and Political Rights
JCSSS	Justice and Community Services Sector Strategy 2025 – 2030
KEQ	Key evaluation question
M&E	Monitoring and Evaluation
MERL	Monitoring, Evaluation, Research & Learning
MCC	Malvatumauri Council of Chiefs
MYJCS	Ministry of Youth, Justice and Community Services
MOU	Memorandum of Understanding
NGEP	National Gender Equality Policy 2020-2030
NSDP	National Sustainable Development Plan 2016-2030 – Vanuatu 2030: The People's Plan
OAG	Office of the Attorney General
OGCIO	Office of the Government Chief Information Officer
OMB	Office of the Ombudsman
OPP	Office of the Public Prosecutor
PSO	Public Solicitor's Office
SADDD	Sex, Age, and Disability Disaggregated Data
SLG	Sector Leadership Group
UN	United Nations
UNCAC	United Nations Convention Against Corruption
VAPJP	Vanuatu Australia Policing & Justice Program
VCCDRRP	Vanuatu's Climate Change & Disaster Risk Reduction Policy 2022– 2030
VLRC	Vanuatu Law Reform Commission
VNCP	Vanuatu National Child Protection Policy 2016 – 2026
VNSA	Vanuatu National Sports Authority
VNYA	Vanuatu National Youth Authority



Document Information

Prepared by: MYJCS CSU/VAPJP M&E

Prepared for: MYJCS Corporate Plan 2026-2030

Date: 27 July 2026

Contact information

For further information, please contact:

Name: Melvin Boesel

Position: Organisational Performance Coordinator

Email: mboesel@vanuatu.gov.vu

Phone: +678 7118486

Name: Donald Langises

Position: Monitoring & Evaluation Officer

Email: dlangises@vanuatu.gov.vu

Phone: +678 7690520

Document review and authorization

Version	Date distributed	Distributed to	Comments
Draft	21 July 2026	MYJCS, HoAs, senior staffs	Feedback from HoAs
Final	27 July 2026	PSC, MYJCS agencies	Approved & signed by Director General MYJCS



Background & Purpose

The monitoring, evaluation, research and learning (Merl) plan and framework is designed to support the implementation of the Youth, Justice & Community Services Corporate Plan 2026 – 2030 and in doing so supports the sector to deliver its strategic goal for 2026-2030 of ‘Improved access to equitable, inclusive, timely and quality justice, youth, sports and community services’. The framework aligns the Corporate Plan with national priorities, sector strategies, annual business plans, agency work plans and performance reporting requirements.

The purpose of the MERL Framework is to provide a structured approach for tracking progress against the Corporate Plan objectives and targets of MYJCS. It aims to measure outputs, outcomes, and longer-term results to determine the effectiveness and impact of planned activities. The framework will strengthen accountability across MYJCS agencies by promoting transparent reporting and performance monitoring. It will also support evidence-based planning, budgeting, and decision-making using reliable data and performance information. Additionally, the framework will capture lessons learned and good practices to support continuous improvement and enhance future implementation outcomes.

Overview of the Corporate Plan M&E Framework

The MYJCS Corporate Plan is guided by the overarching goal of building an inclusive, resilient and empowered Vanuatu, where all people have equitable access to justice, protection, youth & sports participation, and community services.

To achieve this goal, the Ministry’s objective is to ensure that MYJCS agencies deliver accessible, effective, inclusive and accountable justice, youth, sports participation and community services across all provinces.

The Corporate Plan uses an End-of-Program Outcome (EPO) and Key Evaluation Question (KEQ) approach to monitor not only what the Ministry delivers, but also the changes and results achieved for the people of Vanuatu.

Under KEQ 1: Effectiveness, four key outcomes are measured: improving access to justice services; increasing equitable and inclusive access to community services; strengthening sector coordination and resource sharing; and empowering youth for sustainable development. These outcomes are assessed through questions such as to what extent has access to justice improved? and to what extent are youth empowered for sustainable development?

The Corporate Plan also assesses KEQ 2: Efficiency – Value for Money and Risk Management, KEQ 3: Gender Equality, Disability and Social Inclusion (GEDSI), KEQ 4: Climate Change and Disaster Resilience, and KEQ 5: Learning and Adaptation.



Together, these areas provide a comprehensive framework for assessing effectiveness, efficiency, inclusion, resilience and learning, ensuring that the Ministry can track progress, identify challenges, learn from evidence and continuously improve service delivery throughout the 2026–2030 Corporate Plan period.

Where baseline data are not available at the commencement of the Corporate Plan in 2026, they will be established during the first cycle of data collection and used as the reference point for measuring future progress.

Ministry and Agency Responsibilities

Implementation of the MYJCS Corporate Plan Monitoring, Evaluation, Research & Learning Framework is the shared responsibility of the Director General, Heads of Agencies, Directors, Managers and all responsible units identified in the Corporate Plan. Overall responsibility for monitoring the implementation of the Corporate Plan rests with the Director General and Heads of Agencies to ensure that performance information is used to inform planning, budgeting, policy development and decision-making across the Ministry. Progress against the Corporate Plan will be monitored and reported through quarterly and annual performance reports and management review meetings.

To support the implementation of the Corporate Plan MERL Framework, the Corporate Services Unit (CSU), through the Monitoring and Evaluation function, will coordinate ministry-wide monitoring and reporting, provide technical guidance, consolidate performance information, and prepare corporate performance reports. M&E Focal Points nominated by each division and agency will support data collection, validation and reporting to ensure the quality, consistency and timely submission of performance information across the Ministry.

Responsible Unit	Responsibilities
Director General	Strategic leadership and oversight
Heads of Agency	Implement activities and submit performance reports
CSU Planning & M&E	Coordinate and maintain reporting and evaluations
M&E Focal Points	Collect, verify and submit monitoring data



Corporate Plan Review Processes

The following evaluative reviews are planned to support the effective implementation of the Corporate Plan:

Mid-term Review: The Corporate Plan Mid-term Review will assess progress against strategic outcomes, objectives, indicators and targets. Findings will be used to identify implementation, challenges, capture lessons learned and inform adjustments for the remaining implementation period. The midterm review is planned for 2028.

Completion Review: The Corporate Plan Completion Review will assess overall achievement of planned outcomes and outputs. Findings will inform lessons learned, accountability, and the development of the next Corporate Plan. The completion review is planned for 2030

The above reviews will complement ongoing monitoring and reporting of the Corporate Plan through the M&E framework, including regular progress updates, performance assessments, and evidence-based decision-making.

Corporate Plan M&E Actions and Timeframes

Process	Purpose	Agencies	Completion Date:
Revitalisation of the SLG	For sector wide representation, participation and ownership of the Corporate Plan and its M&E approach	All agencies	2026
Strengthening of the M&E Network	To support implementation of the Corporate Plan sector-wide M&E approach	All agencies	2026
Baseline Study	To establish full baseline for the Corporate Plan from which to track progress across the lifetime of the plan.	M&E Network	2026
Quarterly SLG	Ongoing monitoring and tracking of results	All agencies	Quarterly
Six-monthly monitoring	A six-month monitoring check-in if quarterly SLG meetings are not held	All agencies	Six-monthly
Annual sector-wide M&E Workshop	Collation of all data on annual progress and annual M&E check	All agencies	Early November each year
Annual Agency Reporting process	Validation of all data on annual progress	All agencies	January-February each year
Annual Corporate Plan Monitoring Report	Documentation of annual progress of the Corporate Plan	All agencies	February-March each year
Mid Term Review	Evaluative review of progress and impact of Corporate Plan at mid-term and any adjustments needed	All agencies	2028
Completion Review	Evaluative review of impact of Corporate Plan to inform future approaches	All agencies	2030



Monitoring & Evaluation Framework Matrix

Goal: An inclusive, resilient and empowered Vanuatu where all people have equitable access to justice, protection, youth & sports participation, and community services.

Objective: MYJCS agencies deliver accessible, effective, inclusive and accountable justice, youth, sports and community services across all provinces.

KEQ 1- EFFECTIVENESS

EOPO 1: Improve Access to Justice Services

Sub-KEQ: To what extent has access to justice improved?

Intermediate Outcome	Indicator	Responsible Agency	Data Source	Baseline (2026)	Target (2030)	Information Use
IO 1.1 Legal and policy reforms strengthen justice systems	# Bills developed, reviewed or enacted	VLRC, Human Rights Unit, Child Desk, Disability Desk	Gazette, Parliamentary Records	TBD	Minimum 10 reforms completed	Cabinet, Parliament, DG
	# policy reviews completed	VLRC	VLRC Reports	TBD	2 reviews annually	MYJCS Strategic Planning
IO 1.2 Human rights reporting strengthened	# treaty reports submitted (UPR, ICCPR, CAT, CRC)	Human Rights Unit	Treaty Reports	Current status	100% compliance	UN Reporting
	% compliance with international reporting obligations	Human Rights Unit	Treaty Reporting Database	TBD	100%	Human Rights Planning
IO 1.3 Child protection systems strengthened	% child protection cases managed through referral pathway	Child Desk	Child Protection Database	TBD	80% of reported cases managed	Child Protection Programming
	# referral successfully completed	Child Desk	Referral System Records	200 annually	400 annually	Service Improvement
IO 1.4 Disability-inclusive justice strengthened	% justice facilities meeting accessibility standards	Disability Desk	Accessibility Audits	TBD	70% compliant	Inclusion Reporting
	# disability-inclusive measures implemented	Disability Desk	Compliance Reviews	5 measures	15 measures	Policy Review
IO 1.5 Land and Community Justice Systems Strengthened	% dispute resolved within service standards	CLMO/Ombudsman	Case management systems	TBD	80%	Justice Service Monitoring
	# mediation and tribunal processes completed	CLMO	Tribunal and Mediation Records	100 annually	250 annually	Community Justice Planning



Output-Level Indicators

Output	Output Indicator	Responsible Agency
Legal reform consultations completed	# consultations conducted annually	VLRC
Legislative reforms developed	# Bills reviewed or submitted	VLRC
Human rights reporting strengthened	# treaty reports submitted	Human Rights Unit
Child protection database operational	# reports generated annually	Child Desk
Child referral pathway operational	% referrals completed	Child Desk
Accessibility audits completed	# facilities audited annually	Disability Desk
Disability justice standards implemented	% compliance achieved	Disability Desk
Land mediation services strengthened	# Nakamal mediations facilitated	CLMO
Tribunal hearings facilitated	# hearings conducted	CLMO
Land rights awareness delivered	# awareness campaigns conducted	Land Ombudsman

EOPO 2: Increase Equitable and Inclusive Access to Community Services

Sub-KEQ: To what extent are equitable and inclusive community services improving?

Intermediate Outcome	Indicator	Responsible Agency	Data Source	Baseline	Target	Information Use
IO 2.1 Rehabilitation and Reintegration services Improved	% inmates participating in rehabilitation programmes	Correctional Services	Prison Database	Existing participation	80% participation	DBKS Planning
	% parolees complying with reintegration plans	Probation Services	Probation Reports	TBD	90%	Reintegration Monitoring
IO 2.2 Community Safety and Social Cohesion Strengthened	# of community awareness activities conducted	Correctional Services /CLMO	Outreach Reports	TBD	100 annually	Community Engagement
	% of communities reporting improved access to services	DWA/CSU	Community Surveys	TBD	75%	Service Planning
IO 2.3 Gender Equality and Women's Empowerment Strengthened	# of referral pathways operational	DWA	Referral Pathway Reports	TBD	All provinces	Gender programming
	% of women participating in programmes	DWA	Gender Statistics Database	TBD	60%	National Reporting
IO 2.4 Disability Inclusion Mainstreamed	% of agencies implementing disability-inclusive measures	Disability Desk	Compliance Reviews	TBD	70%	Disability Strategy
	% facilities meeting accessibility requirements	Disability Desk	Accessibility Audits	TBD	70%	Inclusion Reporting
IO 2.5 Child Safeguarding Strengthened	% programmes compliant with safeguarding standards	Child Desk	Safeguarding Audits	TBD	100%	Risk Management
	# safeguarding audits completed	Child Desk	Audit Reports	TBD	20	Compliance Monitoring
IO 2.6 Community Outreach Services Strengthened	# awareness campaigns conducted	DWA/Child Desk/Disability Desk	Outreach Reports	TBD	100	Public Awareness
	# beneficiaries reached	DWA/Child Desk/Disability Desk	Programme Reports	TBD	15,000	Outreach planning



Output-Level Indicators

Output	Output Indicator	Responsible Agency
Rehabilitation programmes delivered	% inmates enrolled	Correctional Services
Reintegration services strengthened	% compliance with case plans	Probation Services
EVAWG Framework implemented	Framework approved and operational	DWA
Referral pathways established	# provinces covered	DWA
Gender statistics strengthened	# agencies reporting sex-disaggregated data	DWA
Disability registry operational	Registry established and functioning	Disability Desk
Accessibility audits completed	# audits completed annually	Disability Desk
Child safeguarding mechanisms operational	% compliance achieved	Child Desk
Community outreach campaigns implemented	# citizens reached	DWA / Child Desk / Disability Desk

EOPO 3: Strengthen Sector Coordination and Resource Sharing

Sub-KEQ: How effective are sector Coordination, resource sharing and ministry systems?

Intermediate Outcome	Indicator	Responsible Agency	Data Source	Baseline	Target	Information Use
IO 3.1 Corporate Planning and Reporting Strengthened	% corporate reports submitted on time	CSU, MERL	Corporate Reports	TBD	100%	SMT, DG
	% annual workplans implemented	CSU, MERL	Business Plans	TBD	95%	Performance Reviews
IO 3.2 Provincial Service Delivery Coordination Strengthened	# provincial hubs operational	CSU	Infrastructure Reports	TBD	6	Decentralisation Monitoring
	% provinces accessing integrated services	CSU	Provincial Reports	TBD	100%	Service Planning
IO 3.3 Workforce Capability Strengthened	% staff completing annual training	HR Unit	HRIMS	TBD	90%	Workforce Planning
	% agencies implementing capacity plans	HR Unit	Agency Reports	TBD	100%	Capacity Development
IO 3.4 Evidence – Based Planning Strengthened	Ministry – wide baseline system operational	MERL unit	MERL Reports	No	Yes	Strategic Decision Making
	% decisions informed by evidence	MERL unit	SMT Minutes	TBD	80%	Policy Development
IO 3.5 Resource Mobilisation Strengthened	# active partnerships established	CSU	Partnership Registry	TBD	25	Stakeholder Engagement
	# partner – supported initiative	CSU	Project Reports	TBD	15	Resource Planning
IO 3.6 Inter – Agency Collaboration Strengthened	# coordination meetings conducted	CSU	Meeting Minute	TBD	24 annually	Coordination Improvement
	% agreed actions implemented	CSU	Action Registers	TBD	90%	Accountability Tracking



Output-Level Indicators

Output	Output Indicator	Responsible Agency
Corporate planning system strengthened	Corporate plans approved annually	CSU
Annual reporting improved	Annual reports completed on time	CSU MERL
Provincial hubs established	# operational hubs	CSU
Capacity Development Plan implemented	% staff trained annually	HR Unit
MERL system operational	Ministry-wide baseline established	MERL Unit
Partnership framework established	# active partnerships	CSU
Coordination forums functioning	# meetings held	CSU
Knowledge products produced	# learning products developed	MERL Unit
Resource-sharing mechanisms operational	# jointly implemented initiatives	CSU/Agencies

EOPO 4: Empower Youth for Sustainable Development

Sub-KEQ: To what extent are youth empowered for sustainable development?

Intermediate Outcome	Indicator	Responsible Agency	Data Source	Baseline	Target	Information Use
IO 4.1 Youth participation increased	# youth participating in programmes	VNYA, Department of Youth & Sports	Programme Records	TBD	+30% increase	Youth Reporting
	% increase in participation	Youth Department	Programme Records	Baseline Year	+30%	Programme Planning
IO 4.2 Youth leadership strengthened	# youth leaders trained	VNYA	Training Records	Current level	500 leaders	Capacity Development
	% demonstrating leadership competencies	VNYA	Training Assessment	TBD	80%	Leadership Programming
IO 4.3 Youth Employment and Skills Strengthened	# youth completing skills training	Youth Department	Training Records	TBD	1500	Employment Planning
	% reporting improved livelihood opportunities	Youth Department	Tracer Studies	TBD	70%	Livelihood Programming
IO 4.4 Community Partnership Strengthened	# active partnerships	VNYA	Partnership Registry	TBD	40	Stakeholder Engagement
	# community-led youth initiatives supported	VNYA	Project Reports	TBD	80	Community Development
IO 4.5 Sports Participation Increased	% increase in organized sports participation	VNSA	Sports Database	Baseline year	+20%	Sports Sector Reporting
	# sporting events supported	VNSA	Sports Reports	TBD	80	Sports Planning
IO 4.6 Youth Wellbeing Strengthened	% youth wellbeing intervention implemented	Youth Department	Programme Reports	TBD	50	Youth Welfare Programming
	% youth reporting improved wellbeing	Youth Department	Beneficiary Survey	TBD	80%	Wellbeing Monitoring

Output-Level Indicators

Output	Output Indicator	Responsible Agency
Youth development programmes implemented	# programmes delivered annually	Youth Department
Youth leadership training conducted	# youth leaders trained	VNYA
Youth research completed	# studies conducted	VNYA
Youth skills programmes implemented	# youth completing training	Youth Department
Community partnerships established	# active partnerships	VNYA
Sports competitions supported	# provincial and national competitions held	VNSA



Sports governance strengthened	# NSOs meeting governance standards	VNSA
Sports facilities improved	# facilities upgraded	VNSA
Youth wellbeing programmes implemented	# programmes delivered	Youth Department

KEQ 2: Efficiency-Value for Money and Risk Management

Desired Result	Indicator	Responsible Agency	Data Sources
MYJCS is efficiently using resources and demonstrating value for money	% annual budget utilisation	Finance Unit	Finance Reports, Procurement Reports, Audit Reports, Project Reports
	% annual workplan implemented	CSU M&E	
	% procurements completed on time	Procurement Unit	
	% projects completed within budget	CSU Infrastructure	
	Risk register updated quarterly	All Agencies	
	Audit recommendations implemented	CSU and Agencies	

KEQ 3: Gender Equality, Disability and Social Inclusion (GEDSI)

Desired Results	Indicator	Responsible Agency	Data Source
MYJCS is advancing gender equality, disability inclusion and child protection	% women participating in programmes	DWA	Gender Statistics Database, Disability Registry, Programmed Reports
	% persons with disabilities accessing services	Disability Desk	
	% programmes reporting SADDD data	CSU M&E	
	% facilities accessible	Disability Desk	
	% child protection programmes meeting safeguarding standards	Child Desk	

KEQ 4: Climate Change and Disaster Resilience

Desired Results	Indicator	Responsible Agency	Data Sources
MYJCS contributes to resilient communities and disaster preparedness	# disaster preparedness activities conducted	DWA, Youth, Disability Desk	NDMO Reports, Protection Cluster Reports, Provincial Reports
	# Gender and Protection Cluster activities supported	DWA	
	% service points operational during disasters	All Agencies	
	# protection assessments completed	DWA, Disability Desk, Child Desk	



KEQ 5: Learning and Adaptation

Desired Results	Indicator	Responsible Agency	Data Sources
MYJCS actively learns and adapts based on evidence	# reflection and learning workshops conducted	CSU M&E	MERL Reports, SLG Minutes, Evaluation Reports
	# lessons learned documented	All Agencies	
	# policy decisions informed by evidence	SMT	
	# knowledge products produced	CSU M&E	
	% evaluation recommendations implemented	All Agencies	





MINISTRY OF YOUTH, JUSTICE & COMMUNITY SERVICES

 PMB 9084, Port Vila, Vanuatu

 +678 33615

 www.mjcs.gov.vu