

MINISTRY OF YOUTH, JUSTICE & COMMUNITY SERVICES



ANNUAL REPORT 2025

“YUMI WAN, YUMI STRONG TUGETA YUMI SUCCEED”



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ACRONYMS

CDC	Capacity Development Coordinator
CSU	Corporate Service Unit
CSO	Civil Society Organizations
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CLMO	Customary Land Management Office
DBKS	Departmen Blong Koreksonal Sevis
DWA	Department of Women Affairs
DYDS	Department of Youth Development & Sports
HRM	Human Resource Management
HRU	Human Rights Unit
ICCPR	International Convention on Civil and Political Rights
LO	Land Ombudsman
MACFEST	Melanesian Art Cultural Festival
MCC	Malvatumauri Counsel of Chiefs
MYJCS	Ministry of Youth, Justice and Community Services
NHRC	National Human Rights Committee
NGO	Non-Government Organization
OMB	Ombudsman
OPP	Office of the Public Prosecution
PSO	Public Solicitor Office
PS	Probation Services
UNCRC	United Nations Convention on the Rights of the Child
UN	United Nation
UPR	Universal Periodic Review
UNCAT	United Nation Convention Against Torture
UNCRPD	United Nation Convention on the Rights of People with Disabilities
UNCAC	United National Convention Again Corruption
SPC	South Pacific Community
TL	Traffic Light
TIV	Transparency International Vanuatu
VAPJP	Vanuatu Australia Policing and Justice Program
VLRC	Vanuatu Law Reform Commission
VCC	Vanuatu Christian Council

Minister's Statement



It is with great honour and a deep sense of responsibility that I present the Annual Report of the Ministry of Youth, Justice and Community Services for the year 2025. Prepared in accordance with Subsection 20(1)(h) of the Public Service Act [CAP 246] 1998, this report reflects our continued commitment to transparency, accountability, and the delivery of effective justice, youth, and community services across Vanuatu.

The year under review has presented both achievements and ongoing challenges. Despite resource constraints, capacity limitations, and the difficulties of delivering services across dispersed and remote island communities, the Ministry has remained committed to upholding the principles of justice, fairness, and inclusivity in all areas of its work.

Notable achievements during 2025 include the successful opening of the Chiefs' Nakamal in Port Vila, which strengthens traditional governance systems and promotes the preservation of kastom and community leadership. In addition, the successful hosting of the 5th National Arts and Culture Festival in Tanna brought together communities from across the country, celebrating Vanuatu's rich cultural heritage while promoting national unity and local economic activity.

Throughout the year, the Ministry continued to enhance collaboration with provincial authorities, traditional leaders, and development partners to improve access to justice and community services. Efforts were also made to strengthen youth engagement, community-based approaches to justice, and the delivery of services at the grassroots level.

In accordance with the requirements of the Public Service Act, this report provides an overview of the Ministry's key activities, achievements, and challenges during the 2025 fiscal year. It highlights our ongoing efforts to improve service delivery, strengthen governance, and promote cultural and Christian values in line with national priorities.

Furthermore, in compliance with Section 30(3) of the Public Finance and Economic Management Act [CAP 244] 1998, I affirm my responsibility for the financial statements of the Ministry. These statements reflect our commitment to sound financial management and accountability across all departments and agencies under the Ministry.

While progress has been made, challenges remain, including limited resources, increasing service demands, and the need to further strengthen institutional capacity and outreach services, particularly in rural and remote communities.

I extend my sincere appreciation to all staff, partner agencies, traditional leaders, and stakeholders for their dedication and continued support. Their collective efforts remain essential to advancing the Ministry's mandate.

Together, we will continue to work towards a just, inclusive, and resilient society, where all

citizens of Vanuatu can thrive and contribute meaningfully to national development.

Yours sincerely

The image shows a handwritten signature in blue ink on the left. To its right is a circular official stamp in blue ink. The stamp contains the text: 'REPUBLIC OF VANUATU' at the top, 'Ministry of Youth & Community Services' in the middle, 'MINISTER' in the center, and 'Ministère de la Justice & des Services de Communauté' at the bottom. The stamp also features a small emblem on the left side.

The Honorable Job Andy

Minister for Youth Justice and Community Services

Date: 20 March, 2026

Director General’s Statement



I am pleased to present the 2025 Annual Report of the Ministry of Youth, Justice and Community Services. This report reflects our continued commitment and dedication to transparency, accountability, and resilience as we work to strengthen justice systems, empower youth, and support communities across the country.

The year 2025 marked an important period of transition and progress for the Ministry following the integration of Youth and Sports functions within our portfolio. This has created new opportunities to strengthen coordination across justice, youth development, and community services while ensuring that our programs respond effectively to the needs of our people.

One of the highlights of the year was the successful opening of the Chiefs Nakamal in Port Vila. This initiative reinforces the role of traditional leadership and customary practices in promoting community harmony and resolving disputes peacefully. It represents a meaningful step toward strengthening access to justice at the community level.

Another significant achievement was the successful hosting of the 5th National Arts Festival in Tanna. This event brought together young people, artists, and communities from

across the country to celebrate culture, creativity, and national identity. It also demonstrated the important role of youth engagement in nation-building and social cohesion.

Throughout the year, the Ministry continued to strengthen collaboration with key stakeholders, provincial authorities, and development partners to deliver programs that support justice reform, youth empowerment, and community development. Our departments and agencies worked diligently to improve service delivery, strengthen institutional coordination, and ensure that our policies and initiatives align with national priorities.

Despite these achievements, we continue to face challenges that require ongoing attention. Limited resources, capacity constraints, and logistical difficulties—particularly in reaching rural and remote communities—continue to affect the implementation of some programs. Additionally, the increasing demand for services in youth development, probation, and community outreach highlights the importance of sustained investment and stronger partnerships.

Nevertheless, the dedication and resilience of our staff across the Ministry have enabled us to make steady progress in fulfilling our mandate. Their commitment, professionalism, and teamwork remain the foundation of our achievements.

As Director General, I extend my sincere appreciation to our Directors, Heads of Agencies, and staff for their hard work and dedication throughout the year. I also wish to acknowledge our development partners,

stakeholders, non-government organizations, civil society partners, and local communities whose collaboration continues to support the advancement of our work.

Moving forward, we remain committed to strengthening our systems, expanding opportunities for young people, and improving access to justice and community services across Vanuatu. By building on our achievements and learning from our challenges, we will continue working together to create a more inclusive, resilient, and just society for all.

Yours sincerely,

The image shows a handwritten signature in blue ink over a circular official stamp. The stamp is blue and contains the text: "REPUBLIC OF VANUATU" at the top, "Ministry of Justice & Community Services" in the middle, "DIRECTOR GENERAL" in a larger font, and "Ministère de la Justice et services du Communauté" at the bottom. There are two small stars on either side of the "DIRECTOR GENERAL" text.

Cherol Ianna Ala

Director General for Youth Justice and
Community Services

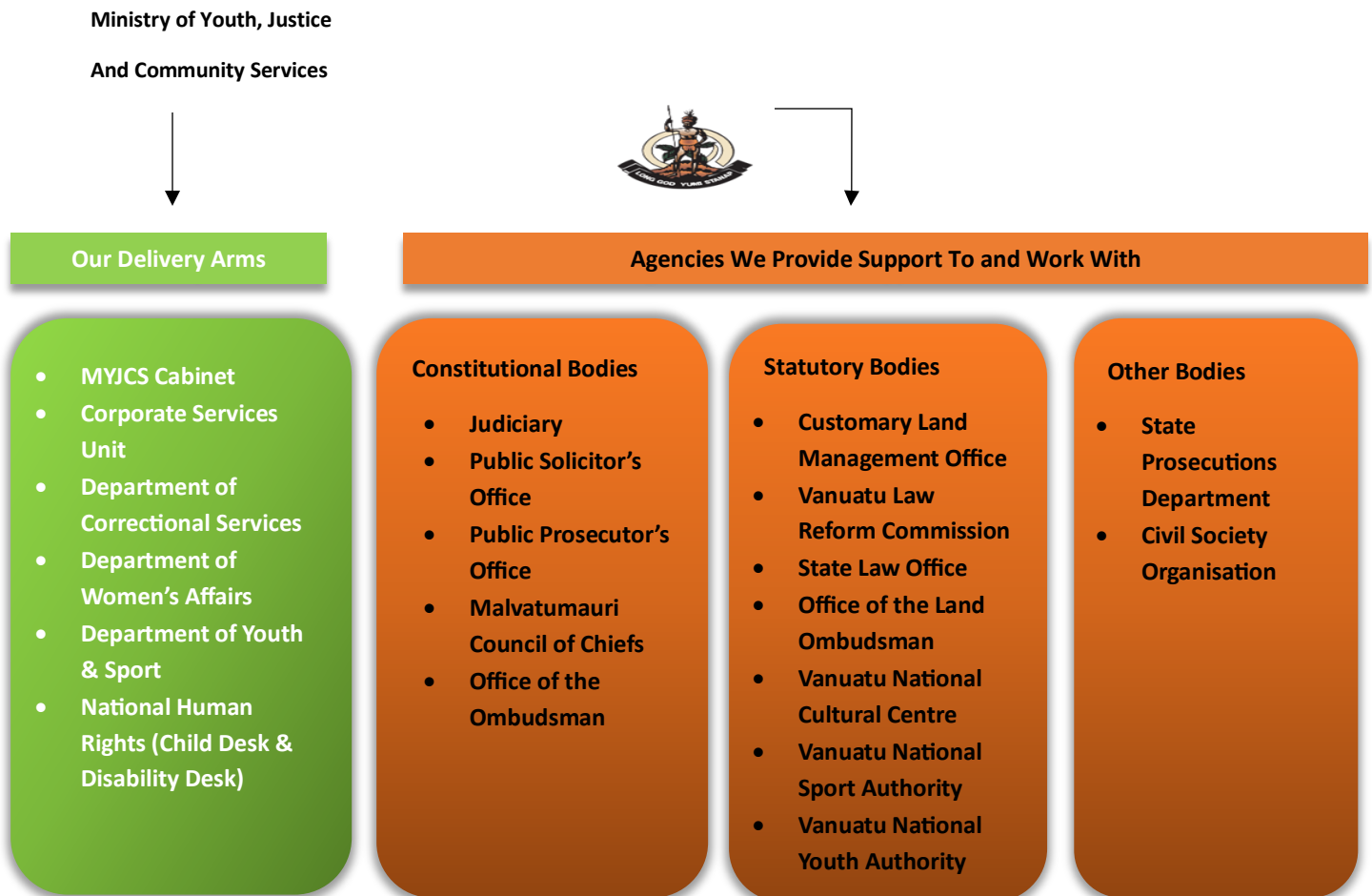
Date: 24 March, 2026

OUR SECTOR

The MYJCS operates within a very unique and complex sector. The MYJCS’s ambit of responsibilities are broader than most in Government; reaching into national human rights obligations; legal representation; law reform, legal policy, land management; custom and culture; corrections, family affairs, youth & sports development, inclusion and protection of all people. It delivers justice and community services through a combination of efforts through its direct Delivery Arms, Statutory and Constitutional Authorities.

Our core function as a “corporate hub” is to support all parts of the chain of youth, sports, justice and community services to promote justice and provision of fair, accessible and equitable services. The MYJCS seeks to enable coordination for the effective and efficient delivery of services through its collaboration with key stakeholders.

Figure 1: MYJCS Sector



CORPORATE STRUCTURE

Within the overall organizational structure of the MYJCS, the Director General’s Office includes the National Human Rights Unit (NHRU) and the Corporate Services Unit (CSU).

The CSU, supports the Director General’s Office and the Minister’s Office or MYJCS political portfolio. Support is also extended to key sector agencies that have a direct reporting line to the Office of the DG and those that have Constitutional and Statutory mandates. In support of the fundamental principles that the MYJCS upholds, the CSU coordinates development partner support, cross Justice and Community Services sectorial agency development assistance and provides key services to its ministerial departments as well as constitutional and statutory bodies and other agencies in the sector that have functional relations with it. The CSU supports the MYJCS’ overall objective of the enhancement of the quality of the justice service, and ensuring via its policy directives, an effective and accessible justice system in the country.

Ministry of Youth, Justice and Community Services

Minister’s Office/Cabinet

Minister

Director General’s Office

Human Rights Unit
(Child Desk & Disability Desk)

Corporate Services Unit

Ministerial Departments / Agencies

Department of Women’s Affairs	Department of Correctional Services	Department of Youth & Sports	Customary Land Management Office	Vanuatu Law Reform Commission	Land Ombudsman’s Office
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The Corporate Service provides the following services:

- Policy planning and development
- Capacity development
- Human resource management
- Financial management
- Monitoring & evaluation and reporting
- Infrastructure planning and development
- Administration support

CORPORATE OVERVIEW – Who we are

Our Vision

We are inspired by a vision of a stable, sustainable and prosperous Vanuatu with a vibrant cultural identity underpinning a peaceful, just and inclusive society where the fundamental rights and freedoms set out in the Constitution are upheld by an accessible and effective justice system participating and contributing to the achievement of the People’s Plan.

Our Mission

We are committed to contributing to the achievement of the goals in the NSDP, by delivering inclusive, accessible, high-quality justice and community services, which produce impacts of value to the people of Vanuatu, members of parliament, our stakeholders and our colleagues across the MYJCS Sector.

Our Values

We value people, at the core of our ministry importance placed on people is encapsulated on how we value and appreciate each member of our staff and the clients we serve at large. This is demonstrated through;

Table 1: Values

Integrity - We are honest and sincere in our approach to ourselves, others and our work
Respect – We respect the rule of law, everyone’s human and legal rights, personal actions and are answerable for results
Accountability – We are responsible for and own our work results, personal actions and are answerable for results
Teamwork – We value everyone’s input and collaboration to achieve results
Vigilant – We are listening and responding to those we serve, observant and open to accepting change
Equity – We are impartial and fair in everything we do
Excellence – We are committed to our work and seek to improve everything we do to provide quality services

1. Performance Against Key Corporate Plan Objectives

Table 2: Performance Against Key Corporate Plan Objectives

Objectives	Progress made against Key Performance Indicators (KPI)	Challenges	Way forward
Outcome 1 – Legislation and adequate capacity and associated infrastructure are well established to support victims	Office of the Public Prosecutor has progressed this outcome with the opening of the Victim Support Unit where victims are counselled and supported	Budgetary and human resource	Continue collaborating with all relevant agencies
Outcome 2 - Juveniles are recognized and treated appropriately	Department of Corrections opened the Juvenile Correctional Centre in Santo in 2023.	Juvenile bill was not approved by parliament in 2025.	Continue to work with the Minister in 2026 to get support from parliament for the tabling of the Juvenile Justice Bill.
Outcome 3 - Victims are recognized and fully supported	Office of the Public Prosecutor has progressed this outcome with the opening of the Victim Support Unit where victims are counselled and supported	Budgetary and human resource	Continue collaborating with all relevant agencies
Outcome 4 - Law Reform is integrated and improved	The Vanuatu Law Reform Commission (VLRC) has been working hard with partners and relevant government agencies to review outdated legislations	Budgetary and human resource	Continue working with the MYJCS for budget support through NPPs and supplementary
Outcome 5 - Public have effective access to information and services	Community and public are made aware critical information and policy direction through community outreach programs and social media platforms	Budgetary constraints, impacts of weather on plans for community outreaches and Comms officer on leave more than 6 months.	Agencies to consider cyclone seasons, national events in their planning to avoid clashes
Outcome 6 - Gender equality and women’s empowerment in Vanuatu is enhanced.	The Department of Women’s Affairs continues to implement the National Gender Equality Policy’s (NGEP) 5 strategic areas through mainstreaming and promotion of gender objectives with partners.	Lack of staff capacity, limited support from partners, delays	Recruitment to fill the revised structure so that there is sufficient manpower to implement the NGEP and
Outcome 7 - Child protection systems are developed and strengthened.	Launched the Child Protection Database Induction for new Child Protection Officers	Lack of staff capacity, budget constraints	Continue collaborating with all relevant agencies

a) 2025 MYJCS Operational Performance Against Agreed KPI

The traffic lights below are used to indicate performance of Departments and agencies under the Ministry of Youth, Justice and Community services against the agreed key performance indicator in the 2025 Annual Business Plan.

Traffic light	Description
Green	The Key Performance Indicator (KPI) has been achieved
Yellow	The KPI is progressing, but some issues need to be addressed. Likely the KPI will be achieved
Red	The KPI is facing challenges and may not be able to be achieved unless circumstances change, or action is taken

PROGRAM MJA: CABINET SUPPORT

Activity MJAA: Portfolio Management

Activity Cost: 66,591,326 VT

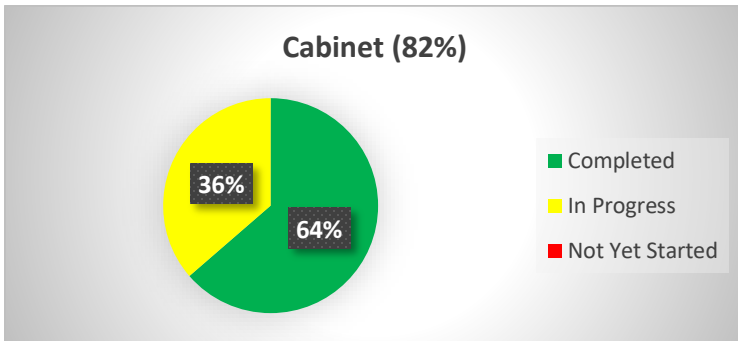
Payroll: 60,657,515 VT

Operation: 5,933,811 VT

Budget Spent: 67,231,727 VT

Under/-Over spent: -640,401 VT

Summary Progress of Plan Activity Implementation against Budget Expenditure of Operation Budget



MJAA: PORTFOLIO MANAGEMENT

Operational performances against agreed Key Performance Indicator

Table 3: MYJCS - Cabinet

Budget Narrative		Business Plan						Monitoring and Evaluation										
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L			
MJAA	07AA	Organizing outreach programs, workshops, and training sessions to educate communities about their legal rights, responsibilities, and available legal resources.	Reach number of individuals through community outreach programs, radio broadcasts, or social media campaigns.	2000		Support Youth program & activities	Youth program & activities carry out successfully			Achieved: Shefa, Tafea, Torba					SOC4.6			
						Established & improve sporting facilities and equipment's	Sporting facilities upgraded & operational			In progress					SOC4.7			
						Support capacity building for on youth & sport	Capacity building training provided			Achieved						SOC4.6, SOC4.7		
						Empower women's group for economic activities	Women receive Support for economic activities			Achieved: Support value added projects in Paama	Capacity Building in financial management					SOC4.1		
						Support & Establish women on micro-finance program	Micro Finance Program Establish			Achieved: Support value added projects in Paama	Capacity Building in financial management							
						Support capacity building for woman skills & knowledge	Training and Awareness Provided			In progress								

Budget Narrative				Business Plan				Monitoring and Evaluation							
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
						with trainings & awareness programs									
						Improve Justice system & support community policing program in communities & area council	Support CST in rural and area council			In progress					
						Strengthen & support local custom governance	Support provided to Chiefs			Achieved: through Malvatumauri	Weak governance system				
						Build community centres to accommodate social groups events.	Centres build and operational			In progress					
						Support & Established disability and child desk awareness program and activities	Awareness on program related to Child and disability			Achieved: Ongoing activity	Funding support for implementation				
						Complete Citizenship Commission of Inquiry (COI) report	COI Decision Presented to COM			Achieved: COI completed.					

Sign Off

I take responsibility for this report and certify that it is true, correct and complete.



06th March 2026

Honorable Job Andy
Minister of Youth, Justice & Community Services

Date

PROGRAM MJA: Ministry of Youth, Justice and Community Services.

Activity MJAB: Corporate Service Unit

- Corporate Services Unit (030)
- DG's Office (30AA)
- Disability Desk (30AB)
- Children's Desk (30AC)
- Land Ombudsman (30AD)
- National Human Rights (30AE)

Activity Cost: 223,537,087 VT

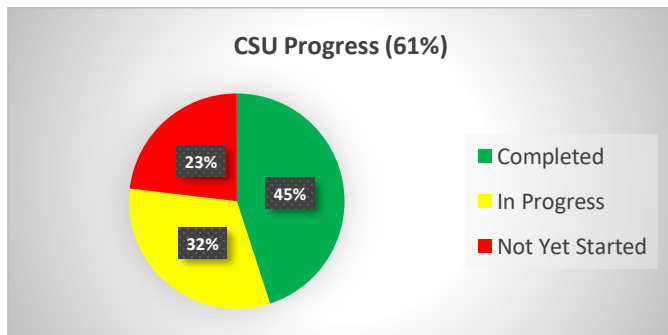
Payroll: 90,816,960 VT

Operation: 132,720,127 VT

Budget Spent: 212,266,369 VT

Under/-Over spent: 11,270,718VT

Summary Progress of Plan Activity Implementation against Budget Expenditure of Operation Budget





MJAB: CORPORATE SERVICE UNIT

Operational performances against agreed Key Performance Indicator

Table 4: MYJCS – DG’s Office

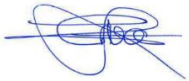
Budget Narrative		Business Plan					Monitoring and Evaluation									
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators(KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP NSDP	T/L	
MJAB	30AA	Support agencies to develop & implement policies, response to emergency situations, strengthen relationships with partners as well as CSOs and support to national human rights committee.			154,791,653	Develop a mitigation plan for Office inventory emergency (cell phones, WIFI's)	Purchased of cell phones, WIFIs for emergency response or back up		100,000	Not achieved		147,868,336	Redirect activity to cluster		P1-G4 & G5	
						Organise for EOC training	Establishment of EOC procedures and processes		Nil	Not achieved			Redirect activity to cluster			
						Procure DG’s new office furniture for professional office space	Purchase new furniture for DG’s Office		200,000	Complete						
						Create an history biography for the Office of the DG	A complete biography and history for Director Generals within MJYCS		50,000	Not achieved	Delay in access information		Collect biography for previous DGs until current			
						Develop a timeframe for DG’s Courtesy Visit to	A schedule for DG’s courtesy visit to stakeholders and partners and Heads		Nil	Complete						

Budget Narrative					Business Plan					Monitoring and Evaluation					
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators(KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP NSDP	T/L
						Heads of Agencies and other stakeholders	of Agencies								
						Strengthen the CSU General and DG's Office Filings	DG's filing and CSU general filing completed and updated		50,000	Complete					
						Organise for Senior CSU officers Official Business Card.	Purchased Official Business card for Senior CSU Officers including the Director General		50,000	Not achieved	No access to electronic copy business card		Design a new business card for CSU officers including DG		
						Improve security services organize for office door access to new MJYCS building	Access to new office building using swipe card		100,000	Not achieved	Office relocation to stade				
						Organise for DG's Office library	Purchased book shelf		100,000	Not achieved	Lack of space in new DGs office				
						Organise for DG's and Executive Secretary laptop	Purchased new laptops for the Director General and Executive Secretary		300,000	In progress	Purchased but not released due to submission of RFQ		Awaiting Finance to submit RFQ		
						Organise for DG's copy machine	Purchased DG's		100,000	Not achieved	Decision to use only				

Budget Narrative					Business Plan				Monitoring and Evaluation							
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators(KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP	NSDP	T/L
							office new copy machine				CSU copy machine					
						Organise for water dispenser for DG's office	Purchased water dispenser for DG's office		50,000	Not achieved	Decision to use only CSU water dispenser					●
						Organise for DG's Office refreshments	Purchased refreshments for DG's meeting		50,000	Complete						●

Sign Off

I take responsibility for this report and certify that it is true, correct and complete.



Cherol Ianna Ala
Director General

06th March 2026

Date

MJAB: CORPORATE SERVICE UNIT

Operational performances against agreed Key Performance Indicator

Table 5: MYJCS - Finance, M&E, Procurement and Planning Unit

Budget Narrative				Business Plan				Monitoring and Evaluation								
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP	NSDP	T/L
MJAB	30AA	Strengthen M&E system, Financial Management policy, HRM, Policy Development and Project Management.	Prepare and submit the annual budget proposal to the ministry of Finance before the start of the fiscal year.		154,791,653	Coordinate the Development of MJYCS combine 2025	Approval of Business submitted		Nil	Plan Successfully compile and approved and send to PSC	Different Templates used by HoA. Delay in the completion	147,868,336		CO 1.0, CO 3.0, ES 1.3 & ES 3.1	P1-G4 & G5	
						Coordinate the Development of MJYCS combine 2026	Develop 2026 draft Business plan		2,500,000vt	1 st and 2nd draft complete & ready for the final revision to be submit in Feb 2026	Some Heads of Agency and supervisor did not see the importance of Planning		Logistic and planning towards combine Network Training which includes Business Planning			
						Develop a combine funding request for business Plan activities for donor partners	Request delivered to donors		Nil	Only activity Managers requested and submit as per demand	Time and unforeseen priorities					
						Coordinate the Redesign of Corporate Plan	Re-design complete and approved		500,000vt Support from VAPJP	First Meeting with VAPJP to seek assistance	Unforeseen priorities		Activity carries on for 2026			

Budget Narrative				Business Plan				Monitoring and Evaluation								
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP	NSDP	T/L
										for the redesign First Draft of the review						
						Coordinate the develop of 2024 Annual report	Annual report completes and submitted		200,000vt	Complete and approved and send to PSC on 31 st of March	Delay from HoA, and also using different templates to submit report		Standardise the Business Plan Template and send to HoA, one to one or organized workshops	ES 3.5		
						Periodical review of corporate plan to captured gaps with the priorities of MJYCS	Complete review to inform redesign		Support From VAPJP	First Meeting with VAPJP to seek assistance for the redesign First Draft of the review	Unforeseen priorities		Activity carry on for 2026			
						Coordinate the development of MJYCS ADR	ADR complete and submitted to DSSPAC		100,000vt	Complete	Unavailability of Data					
						Coordinate the development of quarterly report	Quarterly reports complete and submitted		Nil	Complete	Delay submissions from HoA					
						Develop 2024 Statement of Financial Representation	Develop and submitted to MFEM		Nil	Complete				CO 1.0, CO 3.0, ES 1.3 & ES 3.1	P1-G4 & G5	
						Coordinate the Liquidation of Donor Fundings in supporting the agencies of MJYCS	Complete liquidation of donor fundings		Nil	Complete						

Budget Narrative					Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP	NSDP	T/L
						Combine network Training is Conducted with Sector Agencies at the Central Level	Network training conducted in Port Vila		Nil (CD)	Complete						
						Combine Provincial Network training	Network training conducted in 3 provinces		Nil (CD)	1 network training in Santo (Sanma)						
						Coordinate the 2026 Supplementary budget	Consolidated Supplementary budget submitted to MFEM		Nil	This is a routine activity but is no applicable for 2025						
						Coordinate the 2026 NPP for MJYCS and Sector Agencies	Consolidated NPP submitted for approval		200,000vt	Complete						
						Develop an internal financial Procedures for the MJYCS and its sector agencies	Financial Procedure develop and communicated to every staff of MJYCS		Nil	Not achieved						
						Carry out Asset spot checks in Torba and Penama	Complete asset registry report		500,000	Not achieved						
						Refitting of new MJYCS office space in Port Vila	Complete fitting of office space and		5,000,000	Complete						

Budget Narrative				Business Plan				Monitoring and Evaluation									
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP	NSDP	T/L	
							complete relocation										
						Work with the Desk to negotiate office space for Torba Provincial staff and refitting of Shefa and Malampa	Torba office space secured Complete refitting of Shefa and Malampa		100,000	In progress: Malampa complete Torba not yet started Shefa: Child desk complete, disability not yet	Availability of funds						
						Purchase New MJYCS office Furniture for Land Ombudsman and DG's Office	Complete refitting		200,000	Complete							
						Develop procurement report base of 2024 procurement Plan	Report completed and submitted to CTB MFEM		Nil	Complete							
						Carry out CSU asset disposal	Complete update registry and disposal		500,000	Not achieved	Majority of asset is located in the old MJCS location		Carry over to Q3				
						Purchase New Equipment's and furniture for office new location and extension	Complete Extension with new office equipment's and furniture's		1,000,000	Complete							

Sign Off

I take responsibility for this report and certify that it is true, correct and complete.



06th March 2026



Melvin Boesel
Organizational Performance Coordinator

Date

MJAB: CORPORATE SERVICE UNIT

Operational performances against agreed Key Performance Indicator

Table 6: MJYCS – Human Resource Management & Communication Unit

Budget Narrative					Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP	NSDP	T/L
MJAB	30AA	Strengthen M&E system, Financial Management policy, HRM, Policy Development and Project Management.			154,791,653	Develop a recruitment plan. Capturing all sector agencies.	Recruitment Plan developed.		Nil	Completed		147,868,336			P1-G4 & G5	
						Conduct Inductions for all new officers.	2 × inductions		60,000	Complete: Induction done in October through a Provincial Combine Network - Sanma	Only VIPAM is responsible to conduct induction		Support VIPAM			

Budget Narrative					Business Plan				Monitoring and Evaluation							
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP NSDP	T/L	
						At least x2 HR Network Meetings are conducted throughout the year	2 HR network Meeting		500,000	In progress: 1 HR Network meeting conducted in April 2 nd network meeting done as a combined network during the month of November 2025 Additionally - attended 7 Govt. HR network Meetings	Availability of HR focal officers Logistics, competing priorities and availability of network members		Network scheduled for 25 th Nov 2025. Early scheduling and/or planning			
						Support Sector agencies with Organizational Structure Reviews. Support Provided to at least one sector agency.	2 PSC Submissions on Organizational structure		Nil	In progress: Propose CLMO structure resubmitted and Early Childhood Development Structure submitted in December 2025.	Organizational structure submission on hold		Waiting for PSC directives Waiting for PSC approvals			
						Facilitate process of organizational restructuring for CSU	Submit CSU organizational Structure		Nil	In progress: Structure review in progress. Complete - JDs transposed; structure drafted (cont. 2026)	While in progress, new competency based for CSU completed. Approval timelines		Waiting directives from ODU PSC			
						Ensure Performance	Work Plan Section		Nil	Section A submitted.	Agencies taking too long to					

Budget Narrative					Business Plan					Monitoring and Evaluation					
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP NSDP	T/L
						Management System is facilitated and in progress as per PSC guidelines (Section A, B and C)	A Mid-term Review Section B End of Yr Review Section C			Section B submitted. Section C complete (all appraisals uploaded onto PSC dropbox in good time)	submit their docs. Late submissions		PMS tracking, advanced reminders		
						Prepare a Standard HR Reporting Template and provide reports to CDC on a quarterly basis and special reports upon request.	1st, 2nd, 3rd, 4th Q reports		Nil	Completed – Q1-Q4 submitted.					
						Update HR Personal File to ensure easily retrieving of files.	HR Files are updates and easily accessible		Nil	In progress Files updated continuously – HR Scanner installed	Need to setup HR desk scanner. Admin to set it up 16 Oct.		Confirm to be set up on the 16 th of Oct 2025. File audit, digitization		
						Regularly manage and update of employee HRM data	HRM Master Data is continuously up to date		Nil	Complete: Data updated and shared via OneDrive	Contract changes		Monthly validation		
						Leave Management and CSU Staff Attendance are continuously	2 x Leave report submitted to CDC		Nil	Complete: Leaves are continuously updated onto SmartStream.	Late staff submissions by Agencies		Regular reminders		

Budget Narrative					Business Plan					Monitoring and Evaluation					
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP NSDP	T/L
						updated and reported on									
						Create or enhance current training master data to stock take and record all trainings conducted	1 Master Data on all trainings conducted this year		Nil	In progress: training stock take is in progress.					
						Negotiate for one EDP. Conditional on Partners supports.	1 EDP done this year outside of Port Vila		1,500,000	In progress: Technical working group setup.	No permanent DG throughout, making it difficult to confirm the program.		Activity is moved to next year.		
						At least one provincial training.	1 Provincial Network Training		1,500,000	Completed	Funding are all secured.				
						Start the Implementation of the CD Strategy. Develop 4 CD initiative deriving from the CD strategy with DG's approval.	CD Plan developed and approved		1,555,000	In progress: 2 networking training completed. In progress.					
						Conduct at least 4 in house sessions.	4 x inhouse sessions		200,000 VT	In progress: 2 inhouse conducted.					
						Organise one cohort for PSLP. Conditional upon partner's support.	1 PSLP Training		8,000,000	In progress: Technical working group met twice.	BoP declined to run a PSLP but is supporting the design of a Justice Leadership		Program to move to next year.		

Budget Narrative					Business Plan					Monitoring and Evaluation					
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP NSDP	T/L
						(VAPJP, Balance of Power, VIPAM and MJYCS Sector Agencies).					Program; partner challenges have delayed it to next year.				
						Improve and strengthen MJYCS Networking for HR, M&E and Finance.	Conduct Networking Meetings and Network Training		500,000	Complete: HR network's active; coordination ongoing	Resource constraints and network member's availability		Joint planning sessions		
						Organise two meetings/ gathering for Admin and Communication and see if it can be developed into a network.	2 new meetings		100,000	Communication done. Admin yet to organise. In progress.	Communication network done. Admin network not able to set up.				
						Start discussion in forming a Communication Network within Justice Sector.	Conduct one communication meeting with key comms officer		50,000	Completed. MYJCS network is formed.	Completed				
						Conduct at least one communication training for MJYCS	1 x Training for Communication		200,000	The training was conducted in November 2025 and attended by all MJYCS Communication Officers.			The MYJCS Coms Network to organized two meetings and trainings in 2026		
						Develop a Communication Plan, listing all the main events coordinated by MJYCS and its sector.	Communication Plan completed by Q1		Nil	Planned to rely on the MYJCS Communications Network to develop the plan, but no progress was made.			We have learned from last year's challenges and developed a draft 2026 plan at the MYJCS Communications		

Budget Narrative					Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP NSDP	T/L	
													Network meeting in November 2025.			
						Continuously update MJYCSC Social Media Platform and MJYCS Website and communicate achievements to other media outlet for more outreach.	Website and Facebook is updated regularly			The website is regularly updated, and according to OGCIQ, MYJCS maintains more active online platforms than other ministries, with Facebook followers growing from 8,000 to 10,000 in 2025 due to PSC Day and the 5th National Arts & Cultural Festival.			Our aim in 2026 is to increase it to 11K-12K; therefore, we will focus on publishing our main events and activities on social media.			
						Conduct one community outreach in any province in Vanuatu. Prepare outreach material for information dissemination.	At least one community outreach involving Coms Officer		100,000	A Communication Outreach was done during PSC Day in Tanna. "Save Raet blong yu"	Communication officer is remotely working from Australia.					
						Provide news article to other media outlets such Vanuatu Daily Post, FM 107, VBTC and Buss FM.	At least more than 4 news articles with other media outlets		20,000	In 2025, we published over 92 news articles with the Daily Post and VBTC, increasing our media contributions			The Communication Officer will work with all agencies to source and share news across relevant media outlets.			

Budget Narrative					Business Plan					Monitoring and Evaluation					
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP NSDP	T/L
										across mainstream outlets.					
						Contact RTI office and OGCIO to help enhance MJYCS Website.	Communication sends to RTI and OGCIO		Nil	Complete: Contact has been, hence update updates on the websites is done.	The RTI Officer's on leave from November to December 2025 delayed implementation of the changes.		Going forward, RTI will contribute content to the MJYCS website in Q1 2026.		Green
						Liaise with Partners such as VAPJP or SPC etc, for funding support for the outreach. Or tap in activities by partners for outreach.	Negotiations and discussions done on funding support		Nil	Not yet started	Funding constraint & clash of activities.				Red
						MJYCS Staff Introduction. Staff Profiling.	Staffing profiling on media outlets		Nil	In progress Photo shoot done, now designing in progress to have it uploaded to website.			We will aim to complete the staff profiling in Quarter 1 or Quarter 2 of 2026.		Yellow

Sign Off

I take responsibility for this report and certify that it is true, correct and complete.



Ann Sharon Pakoa
Capacity Development Coordinator

25th March 2026

Date

MJAB: CORPORATE SERVICE UNIT

Operational performances against agreed Key Performance Indicator

Table 7: MJYCS - Administration Unit

Budget Narrative					Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators(KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP	NSDP	T/L
MJAB	30AA	Support agencies to develop & implement policies, response to emergency situations, strengthen relationships with partners as well as CSOs and support to national human rights committee.			154,791,653	Develop a correspondence procedure for MJYCS CSU	Implementation of the admin correspondence procedure for CSU MJYCS		Nil	Completed		147,868,336			P1-G4 & G5	
						Develop a fleet procedure for CSU MJYCS	A draft CSU MJYCS fleet procedure		Nil	Completed						
						Organise for CSU staff medical Check up	All MJYCS CSU staff complete Medical Check up		50,000	Not achieved	Discussion with CDC on Office health & safety		Activity will be referred to the HRM Unit in 2026.			
						Organise for MJYCS membership to Pro-medical	MJYCS CSU a member of Pro – Medical company		30,000	Not achieved	Discussion with CDC on Office health & safety		Activity will be referred to the HRM Unit in 2026.			
						First Aid Kit	Purchased First Aid Kit for MJYCS CSU		30,000	In progress	Enquire on specification of First Aid Kit suits the MJYCS context.		Inform CDC and HRM unit on urgency of OHS policy.			
						Organise for Office WIFI use as back up.	Purchased Office WIFI as back for CSU		100,000	Completed						
						Improve Social Club contributions	Established a calendar schedule for social club activities		Nil	Not achieved	Due to earthquake disaster, the admin team priorities		Activity carried to 2026.			

Budget Narrative				Business Plan				Monitoring and Evaluation								
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators(KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage:		T/L
														CP	NSDP	
											relocation of office.					
						Acquire new CSU uniform	Established MJYCS CSU uniform schedule		2,000,000	Completed						
						Organise for MJYCS billboard	Purchased MJYCS CSU billboard		100,000	Completed	COM decision on Ministry name, to include Youth		Amend new billboard to suit Office context.			
						Develop a servicing schedule for Office photocoppy machine	A contract service with supplier and scheduled is developed for office equipment		150,000	Completed						
						Develop a servicing schedule for air conditioning	A contract service with suppliers and scheduled is developed for office equipment		100,000	Completed						
						Organise for MJYCS Office flower pots	Purchase flower pot for new office building decorations		50,000	Not achieved	Due to earthquake disaster, the admin team priorities relocation of office.					
						Strengthen MJYCS cleaning services and CSU office cleaning updated	Purchased office cleaning suppliers and updated		100,000	Completed						
						Strengthen the MJYCS CSU office stationery updated	Purchased office stationery supplies updated		100,000	Completed						
						Strengthen CSU office kitchen supplies and updated	Purchased office kitchen supplies		100,000	Completed						

Budget Narrative					Business Plan				Monitoring and Evaluation							
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators(KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage:		T/L
														CP	NSDP	
						Organise vehicle tool kit	Purchased vehicle tool kit for MJYCS CSU vehicle		50,000	Completed: Portable Jump Start, Tyre Pump purchased.	Funds, Delays					
						Develop a servicing vehicle schedule for MJYCS CSU vehicle	A vehicle servicing schedule is developed and implemented		200,000	Completed						
						Organise for vehicle cleaning materials and tools	Purchased vehicle cleaning materials		200,000	Completed						
						Improve and strengthen vehicle management system within MJYCS (CSU vehicle management)	Implementation of vehicle management system within the Corporate Services Unit and Human Rights Unit		Nil	Completed						

Sign Off

I take responsibility for this report and certify that it is true, correct and complete.



06th March 2026

Angela David
Administration Supervisor




Date

Operational performances against agreed Key Performance Indicator


Table 8: MYJCS - Policy Advisor

Budget Narrative				Business Plan				Monitoring and Evaluation							
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
MJAB	30AA	Conducting public education and awareness campaigns to inform citizens about their human rights, relevant laws, and avenues for seeking redress in cases of violations. This may include workshops, seminars, and dissemination of educational materials.				Request assistance from VAPJP and SPC-HRSD to assist with good practices and similar policies to assist Human Rights Unit	Technical Assistance sought from VAPJP/SPC is received. Secondment to similar HRI is accommodated to PA and NHR Unit		SPC-HRSD (Donor funded)	Consultation is ongoing Applications are submitted on time	Different consultation going on at the same time Limited space available at the OAG of Australia for Twinning Program	400,000 – 500,000 VT for visit to various Human Rights Institutions	SPC deferral of launching of NHRI Scoping Mission Report has delayed partners to assist in the HR Policy		
						Consultation with all MOJCs partners and Agencies on Existing Policies, legislations and identify HR conventions that	List of Policies, Legislations and Conventions is completed and provided to Office of the DG		CRPD Desk Budget	List of Policies and legislations compiled Review of existing policies (by request) Assist Department of Youth and Sports with Review of Youth and Sports Policies	Some HOA not available at the times scheduled for induction Where Agencies or stakeholder provide requests to PA Limited capacity to assist in drafting of review with stakeholder	N/A N/A	Few outdated policies to be reviewed in 2026/work alongside stakeholders Consultations Completed – Write-up of Reviews commenced Draft write-up commenced and to be completed in		

Budget Narrative				Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
													the first quarter of 2026		
						Assist NHRC with consultations on a CRPD Legislation	At least 1 consultation in 1 province completed		Nil	Development of a COM Paper COM Paper passed in Council of Ministers' Meeting for Consultation on CRPD Legislation	Members of NHRC committee to assist in Human Rights Policy Consultations Awaiting SPC to provide Template for Consultation – NDC Committee		COM Paper still not passed by COM Need to review the paper in first quarter of 2026 SPC rep to assist Disability Desk with Consultation that was delayed this year		
						Ongoing legal advice provided on legislation reforms, Policy Reviews to all staff where and when required Ongoing legal assistance in supporting DG with COI Commissioners and Minister where and when required Active support to DG's Office	Legal advice provided		All MOJCs sector agencies	Legal advice is provided in different contexts more recently in legislative drafting and policy making Continued advice to DG and Minister on Legislation procedures and bills	Can be challenging with only 1 staff as PA Challenges with politics Competing priorities with stakeholders	N/A	Challenging role at times due to political interference Same as above Stakeholders are informed		

Budget Narrative				Business Plan				Monitoring and Evaluation							
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
						and CSU in the absence of DG on important commitments				Legislative Plan for MOJCS prepared	makes it hard to be able to convene meetings		on the commitment for this year with regards to the annual plan – should be more committed so we can progress in 2026		
										Provide support in Acting Capacity on DG's absence	Lack of support				
						Suitable Training for Policy Advisor	Policy Advisor receives at least 1 or 2 short trainings or workshop assistance for the demands of this position		Policy Unit	Application sent to suitable organizations	Lack of support from Donor Partners		Policy Advisor accepted to attend Twinning Champions Program, Canberra Q1 2026.		
										Resubmit application for Twinning and Policy Program	Big number of applicants wanting to do same program				
										HR Training - Geneva	Unsuccessful				
						Consultations completed, awaiting Office of the Attorney-General to come back with draft Bill	Consultations completed		VLRC/PA	Not achieved	Lack of capacity of staffing and Lack of funding support to recruit more staff		Report completed and sent		
						Consultation with SLO and VLRC	Consultations ongoing with VLRC		VLRC	Not achieved	Lack of funding for consultations and completing VLRC structure capacity.	5,000,000	Achieved funding support for MOJCS Legislative Annual Plan, approved by COM December 2025.		

Budget Narrative				Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
													Budget support – 6.500.000 VT		
						Reporting on CEDAW Provide other Capacity Development Training where required	Capacity Building Training provided satisfactorily		All MOJCs sector agencies	Competing priorities Capacity Training of Staff delayed to next year Reporting on CEDAW delayed due to List of Issues yet to be sent by CEDAW Treaty Subcommittee	Management of all staff wanting to attend training and space Competing priorities, hard to get everyone in space UN Financial status	50,000 VT Will be delayed to 2026 N/A	Director for DWA has confirmed support to review the Family Protection Act 2008 Work to commence in 2026		
						Stretem Rod blo Jastis/VAPJP	At least 1 project completed			Not achieved	Poor cooperation and communication by Stakeholders to scheduled meetings	Funding to be shared between VAPJP and MOJYCs	Meeting progressing well, Stakeholders report on update of infrastructure plans.		
						Assist in Data Collection of CAT and ICCPR	All Data completed			Data Collection for CAT write up completed and Report drafted and sent to CAT UN Treaty Committee	Financial constraints	1.5 million	Report Completed and sent to UN CAT Reporting Body (completed in 3 rd quarter)		
						1. Review Anticorruption Framework 2. Conduct consultations with	Review of National Anti-Corruption completed		NHR Unit	Funding support is accommodated in CSU Budget Ceiling	Finding Suitable time to run review given competing commitments	500,000 VT			

Budget Narrative				Business Plan				Monitoring and Evaluation							
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
						relevant stakeholders				Consultations on Anti-Corruption Framework will commence in 2026	Competing priorities		The Review of the Framework along with the Whistleblower Bill, Bribery and Corruption in 2026 as part of the Legislative Plan of the MOJYCS		
						Develop a policy Part for the Develop of MJYCS Act	COM decision on the process of the development MYJCS Act		Nil	Discussions yet to be held with Officials from Dept of Youth and Sports and wider consultations on policy paper Consultations to commence with OAG on possibility to draft and to establish the Ministry of Youth, Justice and Sports	Competing commitments Office of OAG – to make time available to discuss (AG)	500,000 VT (TBC)	Completed Policy consultations for both Youth and Sports in all Provinces Policy Unit to assist OAG with amendments for Youth and Sports authorities and new Act, included in 2026 Legislative Annual Plan.		

Sign Off

I take responsibility for this report and certify that it is true, correct and complete.



06th March 2026

Jenny Tevi
Policy Advisor

Date

Operational performances against agreed Key Performance Indicator

Table 9: MYJCS – Human Rights Unit

Budget Narrative			Business Plan					Monitoring and Evaluation								
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP NSDP	T/L	
MJAB	30AE	Monitoring human rights situations in Vanuatu and producing regular reports on key issues, trends, and challenges. These reports can be shared with government agencies, civil society organizations, and international human rights bodies for advocacy and action.				1. Engage PA and CFO HRSD/SPC to research and draft the National Human Rights Policy 2. Consultations with partners. 3. Nation-wide consultations	By Q2 2025, have a draft framework Q2, 2025, Consultations with the partners and Nation-wide consultations	3	1 million (SPC)	One meeting held to connect with the Human Right Institution Australia. Presentation of draft TOR			Meet with Human Rights Committee for final input on TOR		SOC 4.4	
						1. Collect data from line agencies 2. Analyse the data 3. Formal write up of the Treaty Report.	Have the ICCPR Report done	3		No progress						
						1. Collect data from line agencies 2. Analyse the data 3. Formal write up of the Treaty Report.	Have the CAT Report done	3	2 million (SPC)	Schedule for Q 3 for provincial consultation	Funding is an issue					

Budget Narrative				Business Plan				Monitoring and Evaluation							
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP NSDP	T/L
						Special Rapporteur Reports from UN.	- Presentation of report - Work on recommendation Submit Report to UN		Recurrent (TBC)	Feedback on last Special Rapporteur has been sent					
						Conduct Provincial awareness on UNCAT	- Visit the 6 provinces. - Conduct awareness on Police station in 6 provinces on UNCAT Implement Committee plans.		VT 500,000 (SPC)	Budget breakdown draft in place – preparation progress schedule Q 3					
						Report Human Rights and Social Development	Presentation and Validation of Report		HRSD/SPC	Await SPC to release report for Launch	SPC to fund/ still waiting for confirmation		Activity moved to 2026		
						UPR recommendation implementation plan	-Rearrangement by cluster and thematic Area. -Miniseries department and agencies for specific responsibility as per thematic area		Funded HRSD/SPC	Complete					
						Staff Capacity	People Center Approach Training		Funded (SPC)	No progress					
						Conduct study tour – Fiji Connect with partners on ground in Fiji to	- Juvenile Justice system - Adoption system - Child Protection system In preparation for		4 million (SPC/APF)	No progress	Funding		Activity moved to 2026 due to funding set back		

Budget Narrative				Business Plan				Monitoring and Evaluation							
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP NSDP	T/L
						facilitate the study tour.	presentation of Bills by MOJ Minister to Parliament								
						Administrative support to NHRC, Child desk and Disability Desk	Support with administrative activities throughout the year.		Nil	In progress					Yellow
						Networking and partnership with the partners and stakeholders	Identify potential partners. Arrange for engagement		Nil	In progress					Yellow
						Impact Oasis	Tracking system for treaties and recommendation are in place		VT 8,000,000 (SPC)	Draft tracking system is developed					Green

Sign Off

I take responsibility for this report and certify that it is true, correct and complete.



06th March 2026

Tristelle Karae
Acting – National Human Rights Coordinator



Date

Operational performances against agreed Key Performance Indicator

Table 10: MYJCS – Child Desk

Budget Narrative				Business Plan				Monitoring and Evaluation								
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L	
MJAB	30AE	Monitoring human rights situations in Vanuatu and producing regular reports on key issues, trends, and challenges. These reports can be shared with government agencies, civil society organizations, and international human rights bodies for advocacy and action.				Annual event is pushed out in all 6 provinces	National Children's Day is carried out in all 6 Provinces	All 6 province	Govt	Children's day 2025 activity completed	24 th July Children's Day removed.			NSDP SO C – 4.2,		
						CP Awareness in school and community	2000 Children and 1000 community members aware of CP system and how to fight abuse against children		UNICEF	2271 people reach throughout the 6 provinces	No budget on recurrent/ financially covered by UNICEF					
						CP Orientation for Leaders	Community leaders aware of CP system and how to fight abuse against children in all 6 provinces		Govt	Orientation reach has covered 13 islands in all 6 provinces		On going participation and collaboration of officers at the provincial level				
						Submission of permanent role to PSC	Provincial Child Protection Officer are in permanent position, Pernama, Torba and Sanma		Govt	Completed						
						Establishment of MoU to link	A centralized system to		VAPJP	Commencement of						

Budget Narrative				Business Plan				Monitoring and Evaluation							
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
						database systems. Training on database	collect and analyses data of services delivery to children in all provinces			discussion via email, yet no further progress on the activity					
						National Child Protection Working Group Meetings Provincial CPWG established	CP Network Established and collaboration to fight violence against Children in all 6 provinces		Govt	Working group established & active during earthquake response & recovery					
						1. Psycho-social support by the Child Protection Officer 2. Referral pathway is implemented and evaluated 3. Support to children in conflict with law 4. Weekly follow-up meeting Helpline is set up	Quality Services are provided to 150 children who are victim of abuse		Save/ UNICE F	On going case management for all province 315 cases of children have been reported to the desk & collaborated with service provides to ensure case is addressed					
						1. Brief of Child Protection Bill 2. Child Protection Bill	Child Protection legal framework is strengthened through 3 laws		Nil	No progress: Both bills were briefed.					

Budget Narrative					Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	NS DP	T/L
						to Parliament 3. Participate in juvenile justice bill 4. Adoption law to parliament 5. Development of implementation plan for Adoption Bill 6. A country learning trip to learn about Adoption systems in New Zealand and Fiji	related to child passed in parliament				Both bills were withdrawn in parliament. Country visit is in place.					
						Training rolls out for Child protection officer	Child protection officers are competent to carry out they mandate		UNICEF	Complete: Social Case Management, Database training, Awareness & Inductions.						
						1. Strengthen capacity on Child Protection response during an emergency 2. PSS/PFA rollout	Effective Services are provided during an emergency response through Child protection cluster		Nil	Complete: Capacity training for PSS and counselling conducted through UNICEF						

Sign Off

I take responsibility for this report and certify that it is true, correct and complete.



06th March 2026

Tristelle Karae
Child Desk Coordinator

Date

MJAB: CORPORATE SERVICE UNIT

Operational performances against agreed Key Performance Indicator

Table 11: MYJCS – Disability Desk

Budget Narrative				Business Plan				Monitoring and Evaluation								
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP	NSDP	T/L
MJAB	30AE	Monitoring human rights situations in Vanuatu and producing regular reports on key issues, trends, and challenges. These reports can be shared with government agencies, civil society organizations, and international human rights bodies for advocacy and action. Offering legal advice and assistance to individuals or groups who have experienced				Mapping for all sectors at Government and NGOs for disability programs and activities	Sharing of Reports		Nil	Malampa and Shefa Province have carried out a mapping for partners	Budget			CO 1.0, CCT 3	SO C – 4.2, 4.3, 4.5 – 4.7	
						Strengthening of working relationship with NGOs and Govt Sectors and Provincial Government	Meeting conducted regularly		Nil	On going participation in Provincial meeting to ensure collaboration is strengthen	.					
						MOUs need to be reviewed	MOUs have developed and signed		Nil	2 MOU signed -Care International -Vanuatu Skill Partnership	.		Follow up on MOUs			
						1.1 To develop the CRPD Bill	Completion of the wider consultation and the drafting documents for the CRPD should be accomplish		Nil	CRPD bill skeleton have been developed by National Disability Committee.			Defer to 2026 as COM paper was approved in Q4 2025			
						1.2 Draft Skeleton of CRPD Bill had developed				CRPD bill skeleton developed.			Defer to 2026 as COM paper was approved in Q4 2025			

Budget Narrative				Business Plan				Monitoring and Evaluation							
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP NSDP	T/L
		human rights violations or discrimination. This could involve providing guidance on legal remedies, filing complaints, or accessing support services.				1.3 Follow-up on COMs Paper	COM Decision Made			Complete					
						National Disability Committee members and sectors/agencies to do the planning and logistics for wider consultation	Planning and Logistic completed			In progress: Draft concept notes in place					
						Supporting Mainstreaming of the rights of persons with disability in all policies plans and programs across the (DRR and Climate Change Sector)	Using the Standard Operation Procedure (SOP) to guide and activate the sub-cluster in all levels during an Emergency with a Response Plan for people with disability			2 trainings done in Tafea Province with partners like Vanuatu Skills Partnership and Care International	Inadequate of Budget to rollout this activity to other provincial sites		Continue to work with partners implementing Climate change activities in community		
						Develop a referral mechanism that enables access to disability specific services	MDS Referral pathway developed			No progress	Budget constraint		1211 registrations: birth certificates and IDs for persons with disabilities.		
							Case Management Form developed & registered cases			No progress					
							Case Management Referral Pathway developed			No progress			Despite no referral pathway, 33 cases reported, from sexual		

Budget Narrative				Business Plan				Monitoring and Evaluation								
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP NSDP	T/L	
													abuse to neglect.			
						To work collaboratively with partners, identify skills needs assessment for life skills development	Skills need assessment report is produce			Six provinces, with VSP, empower people with disabilities to build businesses.	Geographical difficulties & expensive transportation -		Ongoing VSP support engages persons with disabilities in small businesses.			
						Support the leadership skills among men and women with disabilities, including youth with disabilities through leadership trainings, internship, monitoring and coaching.	Persons with disabilities participate effectively in all decision-making at all level in the national, Provincial.			Good governance training in five provinces formed disability associations, enabling leadership.	Budget constraint		On going support for Persons with disabilities participation in meetings			
						Identification and Registration of persons with disabilities within communities, to enable collection of information regarding their priorities and needs.	Disability prevalence is recorded, updated and, published at national and provincial level.			Activity empowered disabled persons through VSP, enabling small business ownership.	Budget constraint		Effective working collaboratively with Partners is essential to implement activities more efficiently			
						Involve persons with disabilities in disability data collection including employment of persons with disabilities as data collectors.	Report on data collection is produced			DPOs trained on Washington Group Questions for disability collection of	Budget constraint		All ministries should continue disability sensitization to increase workforce inclusion.			

Budget Narrative				Business Plan				Monitoring and Evaluation								
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage:		T/L
														CP	NSDP	
										data quality with VSPD.						
						Strengthen NDC, PDC and Civil Society Organizations (CSOs) network to enable the implementation of their plans.	Submission of Monthly, Six months and Annual report.			VSP supported national and provincial desks to convene ongoing TOR meetings.			Engage gender officers and staff to implement accessibility in key departments. .			
						Strengthen collaboration between the Disability Desk and the VBoS to enable access to evidence to inform policy implementation.	Collaboration through meetings and partnership of policy implementation is visible			Strong partnership with VoB; both will join training to develop Pacific Disability guidebook.	Disasters, government change, and budget delays caused funding shortages.		Enable to continue to maintain the good working relationship			
						Facilitate coordination and cooperation at the regional level to enable contributions of successes and learnings from Vanuatu's experiences, as well as learning from other Pacific countries.	Report on lessons learn			SPC meeting in Fiji invited Vanuatu Disability Desk to present and showcase the national Disability Database.	Disasters, government change, and budget delays caused funding shortages.		Enable to continue to maintain the good working relationship			
						In accordance with legislative review recommendations,1 review the Building Code to incorporate CRPD aligned accessibility	Ensure Building code is Inclusive			Attend 2 weeks meeting on Universal Social Safe Guarding with	- Disasters, government change, and budget delays caused funding shortages.		Gender officers and staff sensitized to implement accessibility; PWD officers from four			

Budget Narrative				Business Plan				Monitoring and Evaluation								
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage:		T/L
														CP	NSDP	
						standards including removal of obstacles to accessing buildings, roads and transport, and the incorporation of universal design for all new public buildings and facilities.				Public Works Department			provinces attended road construction meeting.			
						6.2. Advocate for the extension of the Right to Information Act No 13 of 20162 to enable the production of key government policies and notices in accessible, large print format, in both printed and online versions.	Infrastructure is accessible and environmentally friendly.			Accessible infrastructure established nationally and provincially, across urban and rural areas.	Contractors ignore accessibility, creating barriers.		Engaged gender, sensitized officers to collaborate on accessibility implementation with PWD.			
							All persons with disabilities have access to all public facilities, roads and transport without facing any barriers			Persons with disabilities have access to buildings and facilities in urban areas including roads	No accessible public transport for people with disability in Vanuatu		Engaged gender, sensitized officers to collaborate on accessibility implementation with PWD.			
							All persons with disabilities have access to information dissemination.			No progress						
						Undertake awareness-raising activities using a range of mediums to promote the rights of and	Community take ownership in organizing international disability day,			Some communities with disabilities led International Day of Persons			Encouraged communities to empower disability activities; 3,456 communities			

Budget Narrative				Business Plan				Monitoring and Evaluation								
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP NSDP	T/L	
						opportunities available to, persons with disabilities across Vanuatu, including in rural and remote locations.	Have the right concept about the rights of person with disabilities. - Children with disability attend school			with Disabilities.	Schools deny admission to disabled children.		received information.			
						Improve access to strengthened sexual and reproductive health and justice services for women and girls with disabilities.	Recorded and reported data of women and girls with disabilities accessing Health and Justice services.			Provincial desks partnered with health to improve access for women, girls with disability.	Transport costs hinder health check-ups for people with disabilities.		On going collaboration with Ministry of health			

Sign Off

I take responsibility for this report and certify that it is true, correct and complete.



06th March 2026

Tristelle Karae
Acting - Disability Desk Coordinator

Date

MJA: LAND OMBUDSMAN

Operational performances against agreed Key Performance Indicator

Table 12: MYJCS – Land Ombudsman

Budget Narrative					Business Plan					Monitoring and Evaluation					
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
MJAB	30AD	Enhance investigation skills and procedures			6,459,104	Investigate whether meeting of custom owners (CO) were properly constituted (Lease process).	No. of complaints Investigated.			No. of complaints received and addressed with CLMO and Land Management Planning Committee (LMPC).	Difficulty experienced in getting responses from CLMO and LMPC after 17/12 earthquake.		Better institutional accountability culture to be established with CLMO and LMPC.		
						Investigate whether the CO or disputing parties (DP) by consensus, consent to the registration of a lease/subdivision/use change	No. of complaints investigated.			Same as above	Same as above		Same as above		
						Investigate whether the CO or DP understand the nature and purpose of agreement.	No. of complaints investigated.			Same as above	No. of complaints this quarter is low due to aftermath of 17/12 earthquake and relocation.		Greater awareness of relocation & functions.		
		Improve awareness of the roles and functions of the Land Ombudsman				Established better networking with other government agencies.	Clearer working relationships established.			Number of initial discussions held with CLMO and Ombudsman.	Relocation of agencies after earthquake and personal changes in agencies involve with.		Appointment of head of CLMO and Ombudsman will enable		

Budget Narrative					Business Plan					Monitoring and Evaluation					
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
													concrete discussions.		
		Enhanced planning, budgeting and reporting by the Land Ombudsman Office.				Established linkage with regional agencies/organizations	One linkage established			No progress	Not a priority, given current circumstances		Keep Plan		
						Work closely with the Office of DG and Finance section of CSU MJYCS in budget preparation.	Adequate budget allocated.			Inputted to 2026 Budget narrative.	None		Continue to liaise with CSU.		
						Produce 2024 annual report.	Report produced on time.			Report submitted.	None		Continue to report on a timely manner.		
						Semester reports produced	Report produced on time.			Qtr 1 &2 report submitted	None		As above.		
		Improve office infrastructure and resources through adequate space, organizational structure, adequate staff and equipment				Liaise with the Ministry to allocate adequate spacing to accommodate officers in 2026.	Adequate space provided			No Progress	Not envisaged any time soon due to 17/12 earthquake and office space shortage.		Take-up issue when current circumstances changes.		
						Organisational Structure.	Ensure PSC approves proposed structure.			No progress	PSC withholding of consideration of proposed structure submitted in 2023.		MYJCS CSU to continue follow up.		
						Prepare and submit NPP for the recruitment and remuneration of two (2) officers in 2026	NPP Prepared and submitted.			No Progress	NPP is subjected to PSC approval of structure.		MYJCS CSU to continue follow up.		
						Update proper filing.	No, of files updated.			New filing cabinet purchased during earthquake and refiling to begin.	Damaged filing cabinets and issue with office space.		Negotiate the assistance of CSU of MYJCS to assist.		

Budget Narrative					Business Plan				Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
						Purchase of Scanner	Scanner purchased.			Space- Currently using VLRC Scanner	Office Space		Depending on space		
						Purchase of photocopier	Photocopier purchased.			Space- Currently using VLRC Scanner	Office Space		Depending on space		
						Purchase of Filing Cabinet	Filing cabinet purchased.			Purchased	None		None		
		Ensure leasing, subdivision and lease class change processes adheres to the Land Reform Act.				Review Land Reform Act and Customary Land Management Act for gaps to increase participation of LO in leasing process and custom land issues.	Gaps identified and discussed with MJYCS/MOL and relevant agencies.			Internal review exercise current.	Legislative process regulation no. of 2024 needed to be familiar with.		Discuss with PA of MYJCS. concerned ministries, agencies and MYJCS's legislative Committee.		
						Discussed possible amendments with stakeholders.	Proposed amendments submitted to MJSC "Legislative amendment Committee"			Consult other agencies and Ministries	As above.		As above		
						Discuss possible assimilation of LO Office to Ombudsman Office with MJSC and Ombudsman.	LO moved/ not moved.			On-going			Initial discussions held with the Ombudsman.		
		Improve awareness of the roles and functions of the Land Ombudsman.				Carry out provincial awareness	1 Awareness undertaken.			Awareness done in PSC days.	Travel restrictions, financial & human resources.		Keep Plan		
						Print brochures	Brochures, posters and banners printed.			Dissemination in progress.	Prints available for dissemination.		Continue with disseminate in Qtr. 3 & 4.		

Sign Off

I take responsibility for this report and certify that it is true, correct and complete.

Menzies Samuel

06th March 2026

Late Menzies Samuel
Land Ombudsman

Date

PROGRAM MJB: DEPARTMENT OF WOMENS AFFAIRS

Activity MJBA: *Department of Women's Affairs*

Activity Cost: *37,006,277 VT*

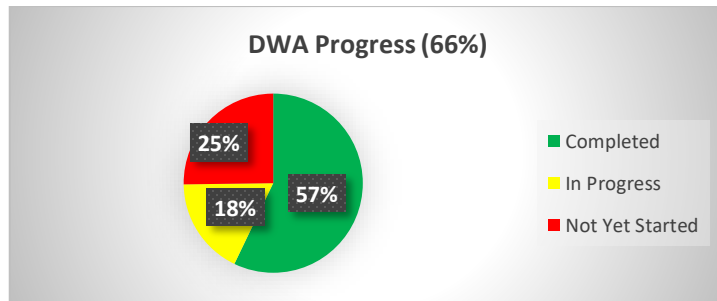
Payroll: *30,624,867 VT*

Operation: *6,381,410 VT*

Budget Spent: *36,909,430 VT*

Under/-Over spent: *96,847 VT*

Summary Progress of Plan Activity Implementation against Budget Expenditure of Operation Budget



MJB: DEPARTMENT OF WOMEN'S AFFAIRS
Operational performances against agreed Key Performance Indicator

Table 13: MYJCS – Department of Women's Affairs

Budget Narrative				Business Plan				Monitoring and Evaluation								
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP	NSDP	T/L
MJB	08A A	Provide a wider community awareness on Gender based Violence, Women's Economic empowerment and development of skills and leadership and political participation	Provide a wider community awareness and delivery of program activities for women and families as per the Provincial Gender Action Plans 2025-2030.	40	42,704,482	Laisse with VNSO to launch the Survey and conduct nationwide campaign on survey results	Launching event		-	Not achieved	DWA ready to fund; VWC analysis incomplete.			CCT 1, CO 1.0	SOC – 4.1, 4.2, 4.7	
							10 Area Councils reached with awareness	10	-	Not achieved						
							50 communities reached	50	-	Not achieved						
							Conduct EVAWG Task Force meetings in the provinces in MALAMPA	Number of meetings held (3)	3	-	Achieved: 3 meetings held	Nil				
								Number of partners engaged (3)	3	-	10 partners altogether, 5 in Port Vila and 5 in MALAMPA	Nil	Continue engaging partners			

Budget Narrative					Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP	NSDP	T/L
						Advocate and lobby government such as Justice agencies to review the Penal Code and Employment Act in line with CEDAW (Sexual harassment)	Total number of partners lobbied	10	-	7 partners lobbied already. Will meet with Minister in next Q.	Nil					
						Develop profiles for male agents of change and use for community advocacy promoting men and boys to advocate against VAWG	Number of profiles developed - 2	2	-	1 draft has been reviewed by Director						
							Number of Area council reached - 2	2	-	Not achieved						
							Number of communities reached - 2	2	-	Not achieved						
							Number of people reached - 100	100	-	Not achieved						
							Number of IECs distributed - 100	100	-	Not achieved						
		Provide a wider community awareness on Gender based Violence, Women's	Provide a wider community awareness and delivery of program	5		Liaise with partners to conduct awareness and train	Number of partners engaged - 18	18	-	Achieved: 26 partners engaged.		532,000	Over targets achieved due to PSC Day & NAF event in Tanna.			
							Number of Area Council reached - 6	6	-	Achieved: 35 Area council reached.						

Budget Narrative				Business Plan				Monitoring and Evaluation												
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP	NSDP	T/L				
		Economic empowerment and development of skills and leadership and political participation	activities for women and families as per the Provincial Gender Action Plans 2025-2030			community leaders (local government, chiefs, councillors, and church) on referral pathways, GBV, Human Rights, Family Life Education and the FPA on special events	Number of communities reached - 18	18	-	Achieved: 104 communities reached.										
								Number of people reached -300	300	-	Achieved: 3787 people reached.									
								Number of IECs distributed - 300	300	-	Achieved: 2894 IEC distributed.			970,000						
		Provide a wider community awareness on Gender based Violence, Women's Economic empowerment and development of skills and leadership and political participation	Provide a wider community awareness and delivery of program activities for women and families as per the Provincial Gender Action Plans 2025-2030	40		Coordinate EVAWG monthly radio programs	Number of radio programs podcasted -10	10	-	In progress: 2 radio podcasted.										
										Number of people reached - 600	600		Radio listeners cannot be recorded							
										Conduct validation and finalize development and launch of the of the Multi Service Delivery Protocol	1 Validation workshop held	1	-	1 validation done virtually						
											Number of partners consulted - 10	10	-	20 partners consulted.	Delays					
										Work with MJYCS agencies to develop internal SH in the work place processes and procedures	Developed MSDP	1	-	1 draft						
											Launching event	1	-	Not yet						
										Develop short videos for	Total number of workshops conducted - 2	2	-	Achieved: 4 workshops conducted				DWA to work closely with MALFB to develop Positive working environment policy		
											Total number of Agencies with SHWP procedures -1	1	-	Achieved.						
							Video clips developed - 1	1	-	Achieved		1,000,000								

Budget Narrative					Business Plan				Monitoring and Evaluation							
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP	NSDP	T/L
						women in non-traditional areas of work	Number of partners involved - 2	2	-	Achieved: 4 partners involved.						
							Number of screenings - 3	3	-	Achieved: 3 screenings						
							Number of people reached with videos - 100	100	-	Not achieved: Only 6 DWA staff reached.						
							Number of people reached via social media - 1000	1000	-	Not achieved						
						Laisse with partners to conduct Pandanus planting, terry dye, sewing, backyard, shell polishing, handicraft, food safety training, cooking, value addition workshops in communities to women and women with disabilities	Number of trainings delivered - 13	13	-	In progress: 9 trainings delivered.		572,500				
							Number of Area Councils reached - 13	13	-	Achieved: 23 Area councils reached.						
							Number of communities reached - 45	45	-	Achieved: 50 communities reached						
							Number of people reached - 300	300	-	Achieved: 409 people reached						
							Number of partners engaged - 30	30	-	In progress: 24 partners engaged.						
							Number of IECs disseminated - 300	300	-	Achieved: 404 IECs disseminated						

Budget Narrative					Business Plan				Monitoring and Evaluation							
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP	NSDP	T/L
						Liaise with partners to conduct financial literacy, management and budget trainings to small business women and men in the communities	Number of registered training providers and companies consulted - 5	5	-	Not achieved			Defer to 2026			
						Liaise with partners to conduct financial literacy, management and budget trainings to small business women and men in the communities	Number of males and females in nontraditional courses and industries - 10	10	-	Not achieved			Defer to 2026			
						Advocate and lobby government such as Justice agencies to review the Penal Code & Employment Act in line with CEDAW for fair and equitable working conditions	Total number of partners lobbied	1	-	Achieved: 2 partners lobbied						
						Advocate and lobby government such as Justice agencies to review the Penal Code & Employment Act in line with CEDAW for fair and equitable working conditions	Concept paper developed		-	Not achieved			Discussed with Labor Commissioner & Human rights coordinator; Penal Code review planned 2026 VLRC.			
						Conduct awareness and trainings to support women in politics and leadership and gender responsive governance to community leaders	Number of workshops held - 3	3	-	Achieved: 5 workshops held.						
						Conduct awareness and trainings to support women in politics and leadership and gender responsive governance to community leaders	Number of participants - 40	40	-	Achieved: 245 participate						
						Conduct awareness and trainings to support women in politics and leadership and gender responsive governance to community leaders	Number of communities reached – 4	4	-	Achieved: 8 communities reached.						
						Conduct awareness and trainings to support women in politics and leadership and gender responsive governance to community leaders	Number of area councils reached - 4	4	-	Achieved: 5 Area councils reached.						

Budget Narrative					Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP	NSDP	T/L
						Conduct BRIDGE workshop with Provincial Government councillors to support TSM in MALAMPA provincial government & also to DWA staff & other partners to build their knowledge on delivering awareness to support women in leadership	Number of workshops held - 2	2	-	Achieved: 3 workshops held.						
							Number of councillors reached - 14	14	-	Achieved: 12 councillors reached.						
							Number of participants - 20	20	-	Achieved: 46 participants.						
							Number of partners invited - 5	5	-	Achieved: 9 partners invited.						
							Private Bill submitted to Council - 1	1	-	Not achieved.						
						Lobby with political parties in government to support the candidacy and election of women into provincial councils	% of Women elected as councillors in each provincial council – 20%	20%	-	Achieved: 30% in PVMC						
							Number of Political parties and churches who have nominated women candidates for the provincial elections - 5	5	-	Achieved: 6 political parties nominated women for provincial and municipal byelection.						
						Lobby with Women's	Number of workshops - 1	1	-	Achieved: 1 workshop held.						

Budget Narrative				Business Plan				Monitoring and Evaluation								
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP	NSDP	T/L
						network groups and churches to enlist women as potential candidates for the 2025 provincial elections	Number of women candidate names for submission through the church and youth network - 2	2	-	Achieved: 2 women candidates stood for election.						
							Number of women contested elections - 1	1	-	Achieved: 4 women contested for election.						
						Support and provide GESI, and leadership skills and capacity building for Municipal councilors in Port Vila and Luganville in order to make sound gender responsive decisions	Number of workshops - 2	2	-	In progress: 1 workshop held	Council not active with no sittings to make decision on the training.					
					Number of municipalities reached - 2		2	-	In progress: 1 municipality reached.							
					Number of councilors reached - 30		30	-	In progress: 12 councilors reached.							
					Total number of projects supported - 2		2	-	Not achieved							
						Interview & profile women leaders & male advocates in the media & Bi-annual Newsletter & provide quarterly articles on gender responsive governance	Number of women profiled - 2	2	-	Achieved: 15 women profiled.		Activity was done with the support of Balance of Power.				
					Number of publications - 2		2	-	Achieved: 15 publications.							
					Number of newsletters distributed - 400		400	-	In progress: 200 newsletters distributed.							

Budget Narrative					Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP	NSDP	T/L
						Produce 2 different IEC materials for awareness	Number of IEC distributed - 1000	1000	-	In progress: 600 IECs distributed.						
						Advocating for the main-streaming and integration of GESI in all projects, plans and policy reviews of all sectors including NGOs and CBOs.	Number of documents with GESI integration - 20	20	-	In progress: 16 documents						
							Number of sectors supported with reviews - 5	5	-	Achieved: 22 sectors supported with reviews						
							Number of NGOs and CBOs supported with GESI in their programs - 10	10	-	Achieved: 22 NGOs & CBOs supported						
							Conduct a study tour for GRPB team in Fiji increase understanding of approach and develop assessment tool to analyses 5 sectors	Number of preparation meetings held - 2	2	-	Achieved: 5 meetings held			PWD & ADB have shown interest in supporting DWA, MFEM and MPM in the program.		
						Number of study tour team members - 10	10	-	Not achieved							
						Number of sectors involved - 3	3		Achieved: 6 sectors involved.							
						Conduct assessment trainings and roll out assessment in some provinces	Number of trainings conducted - 6	6		Not achieved	Difficult to get MFEM & DSPPAC on board.		Need leadership of DSPPAC and MFEM			
							Number of sectors assessed - 5	5		Not achieved						
						Develop analysis report and present to COM	Number of provincial governments assessed - 6	6		Not achieved	Difficult to get MFEM & DSPPAC on board.		Need leadership of DSPPAC and MFEM			

Budget Narrative					Business Plan				Monitoring and Evaluation								
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP	NSDP	T/L	
							Number of reports submitted to COM			Not achieved							
						Conduct the nationwide mid-term review of the NGEF and CEDAW and update the PGEAPs	6 provinces consulted	6		In progress: 5 provinces consulted.							
							25 communities reached	25		Achieved: 48 communities reached.							
							Total number of people reached - 500	500		Achieved: 800+ people reached.							
							Total number of updated PGEAPs - 6	6		In progress: 5 PGEAPs updated.							
							Draft Mid-term report developed	6		In progress: 5 drafts developed.							
							Mid-term report awareness workshop held	1		Drafts for 5 provinces are still in progress							
							Strengthen staff capacity by Implementing phase 2 of the revised structure filling up EVAWG, GPC, Programs Manager Officer positions	Total number of new staff recruited - 7	7		Not achieved.						
						70 Percentage of organization structure occupied		70%		Not achieved.							
		Ensure recruitment of	Ensure recruitment of staff on phase 2	4		Conduct national thematic	Total number of meetings - 16	16		Achieved: 17 meetings held							

Budget Narrative				Business Plan				Monitoring and Evaluation								
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP	NSDP	T/L
		staff on phase 2 of the new approve structure	of the new approved structure			working group meetings and collect progressive reports	Total number of PR compiled - 8	8		In progress: 7 PR compiled.						
						Manage staff outstanding leaves	Number of staff with no more than 30 days outstanding - 10	10		Not achieved.						
						Order staff uniforms	All staff received 2 sets of uniforms each - 13	13		Not achieved.						
						Submit MFAT financial Phase 2 reports, and quarterly reports	Reports submitted - 4	4		Achieved: 4 reports submitted.						
						Submit recurrent budget quarterly and annual reports	Reports submitted - 4	4		In progress						
						Develop 2025 Business Plan	1 Plans submitted to MJYCS	1		Achieved: Business Plan Submitted.						
						Develop 2025 Staff individual work plans	12 Plans submitted to MJYCS	12		Achieved: Submitted 12 plans						
						Develop 2024 Annual Report	1 Report submitted to MJYCS	1		Achieved: Submitted						
						Conduct individual staff appraisals	22 Staff appraisals submitted to MJYCS	22		Achieved: Submitted						

Budget Narrative					Business Plan				Monitoring and Evaluation							
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP	NSDP	T/L
						Conduct mid-term and end of year staff planning review	2 Plans submitted to MJYCS	2		Achieved: 2 reviews held.						
						Construct DWA provincial office in PENAMA (Ambae)	1 Office constructed	1		Not achieved	Land processes		.			
						Construct warehouse slabs for TAFEA	1 x 20ft Containers on slab in both provinces	1		Achieved						
							Total number of hygiene kits stored in TAFEA - 100	100		Achieved: 250 kits stored in TAFEA						
						Liaise with Provincial Governments to conduct PGEAT meetings in the 6 provinces to ensure a regular biannual and annual reporting of the 5 strategic areas of the NGEF in their specific PGEAPs	Number of meetings held with developed minutes - 18	18		In progress: 12 meetings held	Funding					
						Liaise with donor and other partners to secure sufficient funding all 5	Total amount secured from another partner supporting DWA program – 2,000,000			Achieved: 5,000,000+ secured.						

Budget Narrative				Business Plan				Monitoring and Evaluation								
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP	NSDP	T/L
						strategic areas of the NGEF	Number of donor partners supporting programs - 2	2		Achieved: 9 partners supporting the program						
							Number of projects funded in 2025 - 2	2		Achieved: 9 projects funded.						
						Submit NPP for 2 positions	Number of staff positions supported through NPP recurrent budget to support DWA phase 2 positions			Achieved: 3 staff positions supported through NPP (EVAWG, GPCC. GM)						
						Support MOCC agencies via Boards, Workshops, Events, to advocate and integrate GESI in projects documents, plans and policies	Number of meetings attended - 3	3		Achieved: 13 meetings attended.	CEDAW meeting cancelled.					
							Number of projects reviewed and consulted on - 10	10		Achieved: 10 projects reviewed.						
							Number of partners engaged - 1	1		Achieved: 34 partners engaged.						
						Strengthen the capacity of national and provincial governments and sectors to mainstream gender, protection and social inclusion	Total number of resources developed - 2	2		Achieved: 5 resources developed.						
							Total number of resources disseminated - 1000	1000		Achieved: 1000+ IECs distributed						
							Total number of workshops held - 4	4		Achieved: 9 workshops held.						

Budget Narrative					Business Plan				Monitoring and Evaluation									
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP	NSDP	T/L		
						through provision of technical advice, training, workshops, technical papers and tools.	Total number of meetings held -10	10		Achieved: 10 meetings held.								
						Coordinate the preparedness, response and recovery to the impact of climate change and disasters through a secretariat role of the Gender Protection cluster national and provincial government.	Total number of coordination meetings held - 10	10		In progress: 9 meetings held								
							Total number of partners engaged - 50	50		Achieved: 60 partners engaged	Will achieved only when disaster hits.							
							Total number of people reached - 1000	1000		Achieved: 2000+ people reached.								
							Total number of communities reached - 60	60		In progress: 13 communities reached.								
							Total number of area councils and wards reached - 30	30		In progress: 6 wards and Area Councils reached.								
							Number of assessment reports including GESI - 10	10		In progress: 6 reports								
							Develop profile of women and organizations who have led in emergency crisis and	Number of women/orgs profiled - 2	2		Not achieved.	No dedicated officer to lead the program.						
						Number of publications on paper - 5		5										

Budget Narrative					Business Plan				Monitoring and Evaluation								
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: CP	NSDP	T/L	
						advocated climate change issues at the all levels. Regionally and globally	Number of publications on social media - 10	10									●
						Engage at COP29 and its intersessional meetings with MoCC as national lead thematic and PSIDS Gender deputy negotiator	Number of meetings attended - 3	3		Not achieved.	Late funds						●
							Number of interventions - 2	2		Not achieved.							●
							Number of women advocating at COP - 5	5		Achieved: 7 women advocating at COP.							●
						Develop IEC and resource materials for Disasters and climate change	Number of types of IECs developed - 2	2		Achieved: 5 types of IECs developed.							●
							Number of IECs /resources distributed - 500	500		Achieved: 1000+ IECs/resources distributed.							●

Sign Off

I take responsibility for this report and certify that it is true, correct and complete.



Rothina Ilo Noka
Director DWA

06th March 2026

Date

PROGRAM MJC: DEPARTMENT OF CORRECTIONS

Activity MJCA: Correctional Services

Activity Cost: 546,255,732 VT

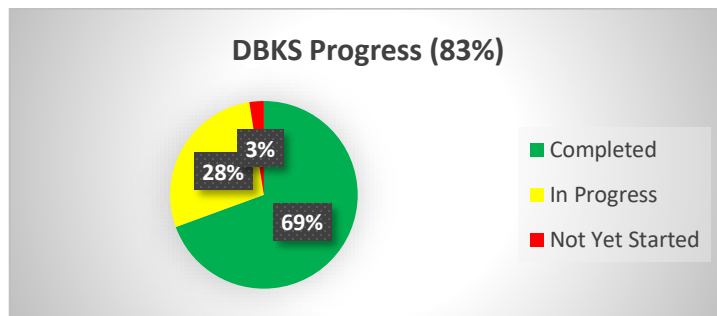
Payrol: 274,581,462 VT

Operation: 271,674,270 VT

Budget Spent: 542,828,854 VT

Under/Over spent: 3,426,878 VT

Summary Progress of Plan Activity Implementation against Budget Expenditure of Operation Budget



MJC: DEPARTMENT OF CORRECTIONS

Operational performances against agreed Key Performance Indicator

Table 14: MYJCS – Department of Corrections

Budget Narrative					Business Plan					Monitoring and Evaluation					
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
Director's Office															
MJCA	2501	Strengthen organizational structure and institutional capacity			483,870,625	Review existing Policies, Standard Operation Procedures and organizational structure	Review completed	4	700,000	70 % completed	Focus is on recovery and relocation post-earthquake	700,000	KPI taken forward to 2026		
			Children in pre-sentencing and post-sentencing detention wholly separated from adults	20		Coordinate the process of public consultation to finalize Juvenile legislation Bill to be passed in Parliament by 2025	Juvenile legislation Act enacted	1	1,000,000	Works have been on halt for a while	Consultation process and stakeholder engagement	500,000	KPI taken forward to 2026		
		Develop management and staff capacity		Complete recruitment for vacant position		All vacant position filled	10	9,000,000	Submission to PSC	Budget -	9,000,000				
				Conduct asset assessment and update asset register for all Offices across Vanuatu		Asset register updated	2	250,000	80 % achieved	Availability of Asset Team	250,000	On-going check of new assets			

Budget Narrative					Business Plan				Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
						Purchase of new vehicle and dispose and replacement of Office vehicles	All vehicle replaced and new vehicle purchased	5	14,500,000	2 Land cruiser & 1 Bus purchased.		15,000,000	Seek funding for 2 vehicles		
		New Centre establishment, Continue Maintenance and security				Acquire Rongorongo land and secure land space in Torba Province	Process completed and payment of land rent terminated.	1	2,000,000	100% completed for Rangorongo	Lack of Machinery for land clearance		Continue working on Torba land		
						Replacement of Office furniture	Old furniture disposed and replaced	1	2,000,000	100% completed	Procurement and shipment to other Provinces		Completed		
		Address Staffs welfare				Submit supplementary budget request for outstanding payments for Staff's severance	Supplementary budget submitted	1		Completed					
						Submit supplementary budget	Supplementary budget submitted	1		Completed					
						2.1. Submit supplementary budget for payroll for Probation Operations	Supplementary budget submitted			Completed					
						Work on 2026 budget input	Input completed and Supplementary budget submitted			100% Completed					

Budget Narrative					Business Plan					Monitoring and Evaluation					
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
						Conduct Visit to provincial Offices	All Offices in 6 provinces visited and report submitted	1	600,000	All Provinces visited	Working on planned schedule	600,000	Ongoing visit in 2026		
	Developing management and staff capacity	Training courses completed by staff internal training/ external training/ by gender				Implement OOD 2023 Training calendar	Officers completed training and gain increase knowledge	80	1,000,000	2 Training completed in Santo and Port Vila – Tafea mid-May	Training budget – limited affecting all planned trainings	1,500,000			
Undertake work place attachment						Work attachment arranged and Officers engaged		800,000	2 In-house workplace attachment achieved	Manpower issues – do not allow plan to be implemented	800,000				
Coordinate training activity with China Police.						Training conducted and skills being utilized.		3,000,000	50 % completed – work in progress for other trainings	China Team work on their priority list with Police and then should commenced other Training.		Need to reconnect with new police Team			
Coordinate, manage and monitor progress of Port Vila Remand Correctional Centre Project						Progress report received		160,000,000	Progressing well –90 % work completed	Weather patterns affect work – progress is on track as per work schedule	200,000,000	Finishing works happening now			
						Implement Rongorongo Project (Power & Water) & farm	Project commenced and installation of power & water. Farming activity commenced		300,000,000	Pending – still seeking funding from donor partners	Funding for extension of water and electricity to Rangorongo		KPI carried forward to 2026		

Budget Narrative					Business Plan				Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
						Recovery activities post-Earthquake	All processes for procurement completed		1.7 million	100 % complete	Delay in access to recovery funds				
						Relocation of Head Office	Office relocated and operational			Completed					
						Seek funding for recovery	Funding allocated and utilized		1,700,000	Completed					
		Continue Maintenance and security				Renovation of VSPD building to be used for temporary relocation of inmates.	Renovation works completed		100,000	Completed		2,600,000			
						Renovation of Rehabilitation classroom	Rehab classroom renovation completed and used		100,000	Completed		200,000			
						Coordinate the convening of an urgent Parole Board meeting	Parole Board Meeting convened and Minutes released		1,000,000	Completed		1,500,000			
						Transfer of inmates from Low-Risk Unit to Tanna & Santo due to risk from current status of facilities in Port Vila.	Transfer process completed			Completed		200,000			

Budget Narrative					Business Plan					Monitoring and Evaluation					
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
						Procurement of fit-outs for the Port Vila Remand and medical centre.	Equipment purchased and in use in the New Centre		40,000,000	50 % completed	Awaiting project completion	10,000,000			
		Develop management and staff capacity				Reinstate suspended Officers	Officers re-instated and performing duties			100% completed	PSC process still delays		New suspension still to be re-instated		
		Strengthening collaboration with all stakeholders				Establish working relationship and cooperation with China Police Advisors.	MOU signed and working relationship continues			100 % completed – Uniform provided	MOU sent to China for review before signing				
						Land clearance of Rongorongongo farm land	50 percent of land cleared for usage	100	3,000,000	Discussion in progress to work with the Ministry of Agriculture	No machine for clearance – weather patterns affect activity.	200,000	KPI carried forward to 2026		
PROBATION UNIT															
MJCA	2503	Community engagement and re-integration				Conduct community awareness in Provinces of Torba, Penama & Tafea	Communities of the three provinces	3	3,000,000	95% completed	Tafea and Torba completed. Penama yet to implement	2,000,000	KPI - Penama carried over to 2026		
						Conduct client assessment for training needs	6 provinces	490	100,000	100 % Completed	On-going SHEFA next and others pending	200,000			
						Undertake client home-visit (6 province)	Client visit and report submitted	84	400,000	100% completed	Shefa & Sanma, Tafea/Torba, & others pending	500,000			

Budget Narrative					Business Plan					Monitoring and Evaluation					
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
			Training courses completed by staff- internal training/ external training/ by gender	80		Conduct CJS Training	Malampa, Penama & Sanma Torba Tafea	3	500,000	100% completed	Logistical arrangements delaying implementation	800,000	Sanma Training Carried forward to 2026		
			Offenders serving community justice sentences	50		Acquire Community Work Offenders tools	Tools purchased		200,000	Pending	Focus on recovery and commutation	200,000			
		Continue Maintenance and security				Purchase of New vehicles and Replacement	CW Bus and 2 vehicles G1058 & G741 disposed & replaced		13,000,000	Negotiation with Donor partners going well	Funding challenges		KPI carried forward to 2026		
						Convene PO Forum	Forum Convened and report submitted	2	1,000,000	In progress – NZ Aid showing positive sign	Funding to fund the forum		KPI carried forward to 2026		
		Continue Maintenance and security				Repair of Office and replacement of Office equipment	Repair works completed and Office equipment installed		400,000	100 % completed	Delay in procurement of materials	650,000			
						Repair and Maintenance of Sola Office	Repair and maintenance completed	1	400,000	90% work competed	Procurement process – using re-current budget	500,000			

Budget Narrative					Business Plan					Monitoring and Evaluation					
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
						Repair of Tafea Office	Repair completed	1	500,000	100 % Achieved – completed	Procurement process lengthy causing delay to the activity	500,000			
						Purchase of new Probation Services uniform.	Uniform purchased and distributed	15	300,000	100% completed	Delay in production by supplier	100,000			
PORT VILA CORRECTIONAL CENTER															
MJCA	2505					Acquire Detainee uniforms	200 Uniform purchased and distributed to inmates	200	200,000	100% Complete Purchase 100 Shirts already	achieved	200,000			
		Management and Rehabilitation of detainees and inmates	Detainees undertaking a rehabilitation program	100		Conduct rehabilitation activities at Low-Risk facility.	Training completed with inmates at Low-Risk Facility 100 inmates	100	200,000	100% Complete Rehab programs are on going	Focus is on recovery and relocation post-earthquake	300,000			
						Conduct Joinery and Life Skills program	6 Training provided	6	200,000	100% completed	Focus is on recovery and relocation post-earthquake	120,000			
						Purchase of new Sewing machine	2 Machine purchased & Sewing training provided	2	30,000	Completed -	Focus is on recovery and relocation post-earthquake	45,000			

Budget Narrative				Business Plan				Monitoring and Evaluation							
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
						Purchase new table Saw	1 Machine purchased & training conducted	2	200,000	Not yet started	Focus is on recovery and relocation post-earthquake		This year focus is recovery - KPI taken forward to 2026		
						Conduct catering and life skills program	6 Life skills training convened	6	200,000	65% complete should complete by end of fourth quarter	Availability of time & Trainers	145,000			
						Conduct electricity training	2 Training provided	2	50,000	100% completed	Focus is on recovery and relocation post-earthquake	75,000			
						Conduct plumbing training	Training report submitted 8 participants	8	50,000	100% complete should complete by end of fourth quarter	Focus is on recovery and relocation post-earthquake	80,000			
						Deliver construction training to detainees	Training delivered 12 participants	12	100,000	100% complete should complete by end of fourth quarter	Focus is on recovery and relocation post-earthquake	100,000			
						Conduct Welding Training with detainees	Training to 8 participants completion report	8	50,000	100% complete should complete by end of fourth quarter	Focus is on recovery and relocation post-earthquake	65,000			

Budget Narrative					Business Plan				Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
						Develop vegetables nursery and transplanting	Vegetables planted and harvest for consumption and selling		100,000	100% complete should complete by end of fourth quarter	Focus is on recovery and relocation post-earthquake				
						Grow root crops and Forestry	Crops and trees planted and reported		100,000	Not yet Started	Focus is on recovery and relocation post-earthquake				
		Strengthening collaboration with all stakeholders				Provide support to ADRA to conduct rehab program	3 ADRA rehab program completed successfully and report submitted	3	50,000	100% completed Trainings is going and	Availability of time and trainers				
						Provide assistance to World Vision to conduct rehab program	3 Rehab completion report submitted	3	50,000	100% completed Trainings is going and	Availability of time and trainers				
						Provide support to VAPJP trainings	1 Awareness program completed and report submitted	2		50 % completed	Availability of time and trainers		KPI carried forward		
						Replacement of Office furniture	New furniture installed.		300,000	100% completed	Focus is on recovery and relocation post-earthquake	300,000			
						Installation of VoiP lines	11 VoiP line installed in all units	11	300,000	Payment in progress	Focus is on recovery and relocation post-earthquake				

Budget Narrative					Business Plan					Monitoring and Evaluation					
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
						Erect Ladder at Female centre	1 Ladder erected ready for use	1	100,000	Quotation submitted for material payment	Focus is on recovery and relocation post-earthquake				
						Build Pedestrian Gate at Female Centre & Low Security centre	2 Gate build at Low Security and Female Centre		100,000	100 % completed	Focus is on recovery and relocation post-earthquake	100,000			
		Strengthen institutional capacity				Purchase Cooler/Freezer for Centre kitchen	1 Cooler purchased and operational	1	200,000	Quotation submitted	Focus is on recovery and relocation post-earthquake				
						Provide Officer's Locker for all Units	4 Locker provided and use by Officers	4	200,000	Quotation submitted for payment of material	Focus is on recovery and relocation post-earthquake				
						Purchased Photocopy machines/ printer for Low Security Centre	1 Machines purchased	1	300,000	Payment in progress	Focus is on recovery and relocation post-earthquake	100,000			
						Purchase binding machine and laminating Machine for Low Security Centre	2 Equipment purchased and in use	2	100,000	Completed	Focus is on recovery and relocation post-earthquake	100,000			
LUGANVILLE CORRECTIONAL CENTER															
MJCA	2506	Management and Rehabilitation of detainees and inmates	Detainees undertaking a rehabilitation program	100		DBKS modules deliver to inmate in Mauria [High & Medium risk]	4 Training provided to 50 inmates		200,000	2 training conducted	1 training per quarter, progressing well	250,000			

Budget Narrative					Business Plan				Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
						Conduct woodwork training to inmates	2 Wood work training provided to 30 inmates		30,000	1 training conducted, 50% complete	1 training done in six months, progressing well	100,000			
						Conduct health and hygiene and food safety training to inmates	1 Health and Hygiene training delivered to 40 inmates		100,000	70% complete, training is ongoing	Progressing well	200,000			
						Conduct education and life skills training in Agriculture	1 Life skills training conducted and report submitted		500,000	100% Completed	Availability of funds to procure material for mini poultry shed.	500,000			
						Coordinate training conducted by external training providers (ADRA, WV, VAPJP)	1 Training provider provide trainings		200,000	100% Completed	Availability of time and funds from external provider	250,000			
						Implement Quality Assurance System	3 QAS completed			100% Completed			Focus on another project. Will start this month.		
						Purchase new Key and Handcuffs to strengthen facility security system	4 Equipment purchased and registered		50,000	In progress	We still negotiating with hardware to supply keys		Negotiate for Santo Hardware to supply key starting 2026		

Budget Narrative					Business Plan				Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
		Continue Maintenance and security				Repair CCTV and Clock in Time Machine	3 CCTV fixed and Machined purchased and in operation		20,000	CCTV purchased	Availability of funds	350,000	Installation carried forward to 2026		
						Purchase one Mobile phone for Detainee Usage	1 Phone purchased and in use		10,000	In progress: LPO done and waiting for cheque to be printed			KPI carried forward		
		Develop management and staff capacity	Training courses completed by staff- internal training/ external training/ by gender	80		Coordinate external training participation for Officers	2 Training provided to Officers		Donor funded	Manager Centre has attended a Leadership Training in Singapore	Availability of funds and training providers		KPI carried forward to 2026		
						Work with SHR to conduct refresher training for Officers	3 Officer completed refresher training		300,000	10 officers attended refresher training conducted		450,000			
						3.3. Coordinate with SHR for external Training providers to run Emergency and Discipline Training.	1 Knowledge transfer to CO on training provided		200,000	In progress and should be conducted by NZ Corrections	Negotiating with external providers		KPI carried forward		
		Continue Maintenance and security				Undertake repair lighting system at Mauria and Low Security centre	All repair completed		200,000	100 % work completed	Availability of funds, progressing well	200,000			
						Upgrade the status of Farea.	Upgrade completed and Farea in use		200,000	100% work completed	Availability of funds	260,000			
						Upgrade PCO Office	Office upgrade		100,000	100% Work Completed	Availability of funds	160,000			

Budget Narrative					Business Plan				Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
						Conduct repair of roof of Mauria and plumbing to address leakage the ablution.			200,000	100% works completed	Availability of funds	250,000			
						Upgrade Low Security guard House	Guard House upgrade work completed		150,000	100% works completed	Availability of funds	150,000			
						Upgrade road and repair rubbish trash area.	Repair works completed		300,000	100% works Completed	Availability of funds	130,000			
						Purchase Fishing Boat			100,000	Negotiation ongoing					
Tanna Naukayen Correctional Centre															
MJCA	2508	Management and Rehabilitation of detainees and inmates	Detainees undertaking a rehabilitation program	100		Deliver DBKS Modules to detainees	10 Modules delivered	10	100,000	70% completed	Man Power issues	350,000	KPI carried forward		
						Coordinate external program for detainees	3 External training arrangement made	3	50,000	First training mid-May 2025 – other training will follow	Availability of Trainers				
						Develop centre backyard gardening	Backyard garden established		20,000	In-progress – 100% work completed and on-going for vegetables session	Low number of detainees to work	100,000			
						Conduct Quality Assurance	3 QAS conducted	3		100% completed	Timing				
		Continue Maintenance and security				Improve Key security	2 Key security strengthens	2	100,000	100% complete	Training to be conducted together with other topics	200,000			

Budget Narrative					Business Plan					Monitoring and Evaluation					
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
						Purchase handcuffs for Correctional Officers	10 Hand cuffs purchased and registered in Asset register	10	200,000	50% completed	Delay in procurement	200,000	KPI carried forward		
						Provide support to Kitchen construction Project	Centre Kitchen Completed and in use		2,500,000	90 % completed	Focus on Recovery – work to begin Quarter 3	3,000,000	Complete finishing works in 2026		
		Develop management and staff capacity	Training courses completed by staff- internal training/ external training/ by gender	80		Conduct Operational Training for Correctional Officers	3 Training conducted	3	350,000	100% completed	Implementation follows planning	500,000			
						Coordinate OMS Training in collaboration with Paul Molu	2 OMS Training delivered	2	200,000	70% completed	Process of renewal of contract	50,000	KPI carried forward		
						Provide in-house training	4 In-house training delivered	4	40,000	In-progress	Planning	100,000			
		Continue Maintenance and security				Purchase Officers Fridge	1 Fridge purchased and in use	1	200,000	100% completed		250,000			
			Purchase Laptop and projector for meeting purposes	Equipment purchased	2	150,000	100 % Completed	Funding	200,000						

Sign Off

I take responsibility for this report and certify that it is true, correct and complete.

A handwritten signature in blue ink, appearing to read 'Johnny Marango', written over a light blue rectangular background.

06th March 2026

Johnny Marango
Director Correctional Services

Date

PROGRAM MJD: CUSTOMARY LAND MANAGEMENT OFFICE

Activity MJDA: Lands Tribunal Office

Activity Cost: 80,686,361 VT

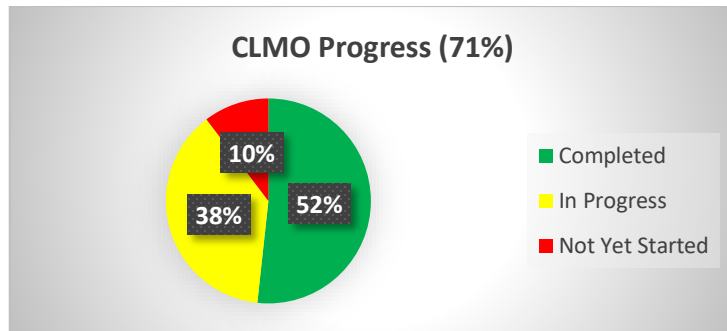
Payroll: 37,257,831 VT

Operation: 43,428,530 VT

Budget Spent: 92,159,155 VT

Under/Over spent: -11,472,794 VT

Summary Progress of Plan Activity Implementation against Budget Expenditure of Operation Budget



MJD: CUSTOMARY LAND MANAGEMENT OFFICE
Operational performances against agreed Key Performance Indicator

Table 15: MJCS – Customary Land Management Office

Budget Narrative					Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L	
MJD	84AA	1.1 Review CLMO Organizational Structure	Number of persons Recruited	3	68,231,694	1.1.1 Ensure to submit approved reviewed structure to PSC	Approved proposed structure implementation in 2025	1	VT200,000	In progress and now at final stage	Financial Issue & Delay of policy paper to support structure	0 VT	Follow up on Finance and Policy paper at the DG's Office and PSC			
						1.1.2 Extension of Cadetship	2 North 2 South	4	VT 1.7	Not achieved	No recruitment	0 VT	No recruitments for cadetship			
						1.1.3 Recruitment of internship	1 South	1	VT 1.6	Not achieved	No recruitment	0 VT	No recruitment of internship this year 2025			
						1.1.4 Recruit or renew contract Positions	Follow up on submissions with CSU	7	VT 10.5	Achieved	Process complete	14 million Vatu	We have achieved all contract recruitment			
						1.1.5 Recruit for vacant Positions	-Obtain Financial Visa and Proceed with - Recruitment Process	4	VT150,000	In progress	Administrative delays in recruitment; awaiting appointments for NC, PCLO South, database, training.	150,000 VT	Need to work with CSU to complete recruitment for vacant positions			
		1.2 Strengthen operation of CLMO Provincial Offices					1.2.1 Ensure budget is allocated to Cost Centre North & Cost Centre South	-Define budget priorities and sharing		VT0	Achieved	Waiting for approval of separation of budget.	0 VT	Budget separated into provincial offices for each Province completed		
		1.3 CLMO Assets and Infrastructure					1.3.1 Negotiate for relocation of CLMO	CLMO Torba CLMO Sanma & CLMO Tafea	2	VT6.5	In progress	Santo Office Moved to new location. Tanna &	2 million VT	Initial Preparation to Relocate Santo/ Tanna		

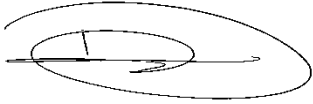
Budget Narrative					Business Plan					Monitoring and Evaluation					
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
											Torba still not progressed				
						1.3.2 Purchase new Boat for Penama CLMO	Boat purchase	1	VT 2,000,000	In progress	Progress	0 VT	Initial Preparation to Purchase Panama Boat		
						1.3.3 Purchase New vehicle for Tafea CLMO	Vehicle purchase	1	VT 5,000,000	Tanna vehicle purchased		5,000,000 VT	Need to shipped to Tanna		
						1.3.5 Payroll budget and severances for outgoing staffs	Submission to Supplementary Budget.	1	VT 10,000,000	Achieved	Progress was not affected	4,000,000 VT			
		1.4 Legislation processes				1.4.1 Establish CLM Act Review Committee	-Develop Committee TOR & Deliverables		VT 1,000,000	Review Completed	Progress was not affected	0 VT	Now Awaiting Consultation PSC and JSC		
						1.4.2 Obtain COM determination on CLM Act Review and Amendment	DCO COM	1	VT 1,000,000	In Progress	Progress was not affected	0 VT	Policy Paper Prep Stage		
						1.4.3 Develop Budget and Submit NPP for 2026	To secure suitable budget for Amendment of CLMA & LRA legislation.		VT 1,000,000	Achieved	Progress was not affected	0 VT	No budget submitted specifically for Amendment		
						1.5.1 Review CLMO SOP to incorporate Case Management System & Records Management	Review approved SOP		VT 500,000	Achieved	Progress was not affected	0 VT	Implementation phase		
		1.5 Standard Operational Procedure (SOP)	Number of Cases move into new Case Management System	200		1.5.2 Develop Checklist for New Fresh Claim Form	-Collaborate with Malvatumauri Council of Chiefs, Island Court & Supreme Court		VT 500,000	Achieved	Progress was not affected	0 VT	Checklist approved but not used		

Budget Narrative					Business Plan				Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L
		2.1 Strengthen Stakeholders relationships				2.1.1 Establish MOU with appropriate stakeholders for close collaboration and resource sharing	-Vanuatu Police Force -Office of the Public Prosecutor	2	VT 50,000	Not achieved: No MOU established		0 VT			
						2.1.2 Collaborate with PSC & Other Commissions to identify Community Land Officers (ComLO)		1	VT 50,000	In progress	Progress was not affected	0 VT	Still to be done		
						2.1.3 Develop Training Package for ComLO				VT 50,000	In progress	Financial Constrain	0 VT	Seek approval of funds	
		2.2 Capacity Building	Number of Awareness Done	30	2.2.1 Conduct community awareness program		12	VT2,000,000	In progress	Financial Constrain	0 VT	Seek approval of funds			
			Number of Training done	10	2.2.3 Facilitate/Deliver In-Service Training & Capacity Building	-Mapping/GIS -PMS -CMRS -Customer Service	4		In progress	Need proper training coordination	0 VT	Lease with PSC (VPAM) and HR Ministry of Justice			
		3.1 Information Data Management System			3.1.1 Facilitate access to CMRS for all PCLOs & CLOs		1	VT 1,000,000	In progress	Progress was not affected	0 VT	Now Implemented			
					3.2.1 Contract Legal Expert to develop training package and conduct training of trainers for CLMO staffs		1	VT 300,000	In progress	Financial Constrain	0 VT	Seek approval of funds			
					3.2.2 Conduct Refresher Training and/or Training		6	VT 300,000	Achieved	Financial Constrain	2,000,000 VT	Training was conducted in several Islands			

Budget Narrative					Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	T/L	
						for Adjudicator on Land Laws										
		4.1 Custom Land Management Practice				4.1.1 Implement Land Reform Act of 2013 CLMO Obligations	Develop Checklist for Land Reform Act Implementation with MLNR	1		Achieved	Financial Constrain	1,000,000 VT	Seek approval of funds			
							Reports produced to Land Management Planning Committee (LMPC)	40	VT1,000,00 0	Achieved	Delay in Receiving income mail from LMPC	0 VT	Follow ups			
							4.1.2 Conduct Custom Owner Listing and representative meeting	15 North 15 South	30	VT 600,000	Achieved	Court Proceeding may delay progress	0 VT	Ensure Pending Case is cleared before implanting this process		
							4.1.3 Facilitate process of Certificate of Interest in land	15 North 15 South			Achieved	Court Proceeding may delay progress	0 VT	Ensure Pending Case is cleared before implanting this process		
							4.2 Customary Institutions and Court Procedures									
			Number Of Nakamal Meetings Held	40		4.2.1 Facilitate Nakamal Meetings	Nakamal Meetings	60	VT 7,000,000	Achieved	Court Proceeding may delay progress	5,000,000 VT	Ensure Pending Case is cleared before implanting this process			
			Number of Area Land Tribunal Meetings Held	20		4.2.2 Facilitate Area Land Tribunal hearings	At least 20 Area Land Tribunal Meetings	20	VT 4,000,000	Achieved	Court Proceeding may delay progress	0 VT	Ensure Pending Case is cleared before implanting this process			

Sign Off

I take responsibility for this report and certify that it is true, correct and complete.

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Damien Boe
National Coordinator

06th March 2026

Date

PROGRAM MJE: VANUATU LAW REFORM COMMISSION

Activity MJE: Law Commission

Activity Cost: 32,553,185 VT

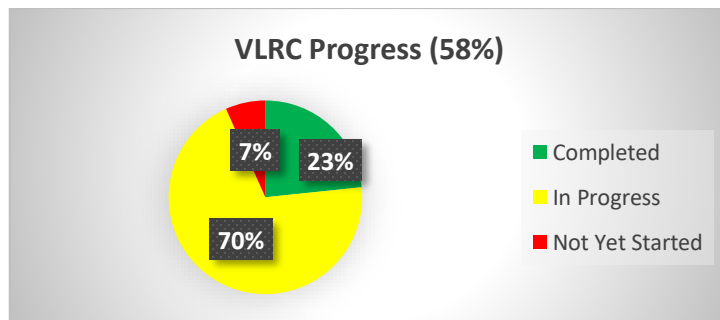
payroll: 28,846,980 VT

Operation: 3,706,205 VT

Budget Spent: 33,468,802 VT

Under/Over spent: -915,617 VT

Summary Progress of Plan Activity Implementation against Budget Expenditure of Operation Budget



MJE: VANUATU LAW REFORM COMMISSION

Operational performances against agreed Key Performance Indicator

Table 16: MYJCS – Vanuatu Law Reform Commission

Budget Narrative					Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measure (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	NS DP	T/L
MJEA	85A	Support the continued development of the Office of the Secretariat of the VLRC			30,969,109	Continue to use Awareness materials and mediums of communication to promote the roles and responsibilities of the office of the Law Reform Commission	- 6 Press Release - 6 Articles through News papers - 1200 copies of Bookmarks/Brochures. - VLRC Sign Flip Chart		VLRC Secretariat/ Major Stakeholders	Ongoing: Promote through VLRC Facebook Page					SOC 6.4, 5.1 & 6.2	
						Promote the VLRCs professionalism	New Uniforms for the VLRC staff		VLRC Secretariat/ Major Stakeholders	Negotiation of material and design still undergo			Activity to move to 2026			
						Continue collaboration with Regional LR agencies (Solomon Islands Law	Placement undertaken in Solomon Islands		VLRC Secretariat/ SPC	Complete: 2 VLRC Staff completed their placements with the SILR						

Budget Narrative					Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measure (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	NS DP	T/L
						Reform Commission)										
						Complete transition into new office space.	New Office fence and park completed		VLRC Secretariat/ Donors	Not achieved. Some minor works still needed to be done.			Seek financial support through VAPJP or NPP			
						Continued recruitment of vacant positions	Funding request submitted to VAPJP for the vacant positions of COMS and Policy Officer Part time staff recruited to assist the Policy Division		VLRC Secretariat	In progress	NPP verbally approved		Seeking funding while reviewing organizational structure			
						Secure new office location land lease	Land Lease granted		VLRC Secretariat/ LMPC	LMPC has approved the request.	COM decision is pending.		VLRC is awaiting Com endorsem ent of the LMPC decision.			
		Effective Commission Meetings				Effective management and implementation of Commission Decision	- 3 Commission Meetings Achieved Decisions of the Commission are effectively implemented.		VLRC and VLRC Secretariat	2 meetings achieved.						

Budget Narrative					Business Plan					Monitoring and Evaluation							
Budget Program	Cost Center	Means of Services Delivery	Performance Measure (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	NS DP	T/L	
			Effective Staff Meetings			Arrange quarterly staff meetings	4 Staff Meetings held.		VLRC Secretariat	Achieved							
			Effective SMT Meetings			Arrange monthly SMT Meetings	10-12 meetings		VLRC Secretariat	3 Meetings Achieved							
			Monitoring, consultation, and Awareness of current legislative reviews			Validation on the standardization of Representation (Provincial Councils)	Validation exercise carried Report and recommendations compiled and finalized Report presented to Minister Concerned		VLRC Secretariat and Stakeholders, SPC	Validation exercise defers to 2 nd quarter 2026.	Lack of funding		Activity to be undertaken in 2026 Availability of funds				
						Review the DWA organizational structure	Report including recommendations finalized and presented to institution concerned		VLRC Secretariat/ MOCS/ DWA/SPC	Concept note, pre-consultations and Discussion paper completed.	Lack of funding		Consultations and report to be completed in 2026.				
						Wills, Probate and Administration Act Review	Consultations completed and report finalized and presented to Minister		VLRC Secretariat and Stakeholders, SPC	Currently working on 1 st draft of the report	Staff shortage		Finalized report 2 nd quarter of 2026				
						Finalization and Launching of Pardoning Report	Report finalized and launched		VLRC Secretariat, Office of the President, DBKS	Await final input after workshop with Law Professors	Staff Shortage		To be finalised by the 1 st Qtr. Of 2026				

Budget Narrative					Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measure (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	NS DP	T/L
						Finalization and Launching of Mind Care Report	Report finalized and launched		VLRC Secretariat, Mind Care unit, MoH, DBKS, VPF, Courts	Finalised DRAFT	Lack of funds/Staff Shortage Urgent review (Police Act, Matrimonial Causes Act)		Final input and to be launched in mid-2026.			
						Legal review of the Maintenance of Children Act and Maintenance of Family Act	Report Finalized and Launched		VLRC Secretariat, DWA, Child Desk, VWC, Courts, Malvatumaauri	Consultation completed February workshops to finalize updated law report			Report to be completed in 2026			
						Undertake review of Matrimonial Causes ACT, Marriage ACT & Control of Marriage Act	Discussion Paper completed		VLRC secretariat, DWA, Child Desk, Malvatumaauri, SPC	Discussion Paper completed Await Consultation	Pending finalisation; funding delay consultations deferred to 2026		Consultations to be completed by 2026			
						Supervision of USP Law Clinic Students	Placement undertaken		VLRC Secretariat/ USP Law Clinic	4 placements achieved.						

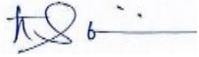
Budget Narrative					Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measure (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	NS DP	T/L
		Manage staff welfare and improve of staff capacity through training and appraisals .	Increase staff Capacity and Development through trainings			Capacity Development of staff through training	6 in house Trainings to be completed 2 short courses		VLRC Secretariat/ Board	Currently, one staff doing PDLD			1 staff completion of PDLD Qualification.			
		Establishment and engagement of Working Committees	Development and Coordination approach with the Working committee			Appoint and Engage with Mind Care Working Committee	Draft Bill Completed		VLRC/ Stakeholder s	In progress: Still on the 2 nd Draft Report	Shortage of staff		To defer to 2026 BP, Draft Bill to be drafted in first half of 2026.			
				Appoint and Engage with Maintenance of Children Act and Maintenance of Family Act	Draft Bill completed		VLRC/ Stakeholders	In progress: Still to finalise the Consultation Report	Staff shortages; finalization pending February 2026 law update workshop.		To defer to 2026 BP					
				Complete Drafting Instructions for the Library Bill	Working Committee to redraft COM paper and comprehensive policy paper		VLRC/Stake holders	COM to approve COM paper to proceed with drafting Bill by AOG	Lost COM paper during recent natural disasters and		To complete in the first quarter of 2026					

Budget Narrative					Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Delivery	Performance Measure (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	NS DP	T/L
											cyber-attack.					
						Establish Succession Law Working Committee	Working Committee appointed Com Paper submitted Drafting Instruction completed		VLRC	This is pending the finalisation and launching of the report by the Policy Unit.	Staff shortage.		To complete in 2026.			
Ongoing from 2024 BP						Complete Drafting Instruction for a "Parole of a Juvenile"	Review 'Parole of a Juvenile' drafting instructions		VLRC/DOC/Stakeholders	Review done and send to Policy Advisor. Drafting Instructions on 'Parole for a Juvenile to be send to Correctional Department for Review			LRC has ceased participation on this activity			
Ongoing from 2024 BP						Assist with OGCIO Taskforce	Taskforce Committee to Finalized Drafting Instructions for the Digital and communication Bill.		VLRC/OGCIO/Stakeholders	Meeting with OGCIO taskforce committee to Finalized Drafting Instructions for the Digital and communication on Bill.			LRC has ceased participation on this activity			
New Initiatives not captured in the 2025 BP						Concept Paper No..1 of 2025	Proposed new Department for Family affairs and Human Rights Commission under the		Policy Unit/Secretary/Commission/s takeholders	Complete: Policy Unit to Finalised the concept Note No. 01 of 2025						

Budget Narrative					Business Plan				Monitoring and Evaluation							
Budget Program	Cost Center	Means of Services Delivery	Performance Measure (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkage: NSDP/CP	NS DP	T/L
							Ministry of Justice, Youth and Community Services									
						Concept Paper No.2 of 2025	VLRC 's 2 days' Workshop or Retreat			Achieved						
						Concept Paper No. 3 of 2025	VLRC proposed new structure			Achieved: Submission of request for Commission endorsement						
						Concept Paper No. 4 of 2025	Proposed additional new member of the VLRC			Achieved: Submission of request for Commission endorsement			COM paper finalised for Com to approve in 2026.			
						Concept Paper No. 5 of 2025	Paper on Generative Artificial Intelligence and the Courts			Ongoing: Develop paper on Generic AI			Ongoing			
						Police ACT	Undertake legal review of the Police Act		Research Unit/ VLRC/Stakeholders	Ongoing: Conduct Consultations and Produce Report.		Police Force to fund this.	Ongoing Consultations to complete in 2026.			

Sign Off

I take responsibility for this report and certify that it is true, correct and complete.

A handwritten signature in blue ink, appearing to read 'Lawson Samuel', written over a horizontal line.

06th March 2026

Lawson Samuel

Date

PROGRAM MYD: DEPARTMENT OF YOUTH & SPORT

Activity MYD: *Youth & Sports Development*

- Youth Development
- Sports Development

Activity Cost: 295,532,183 VT

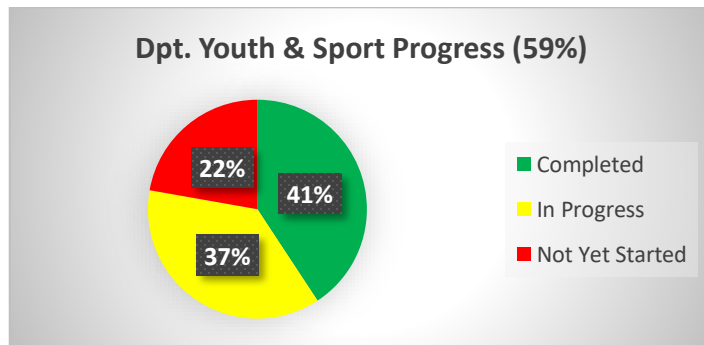
payroll: 84,037,822 VT

Operation: 211,494,361 VT

Budget Spent: 271,824,162 VT

Under/Over spent: 23,708,021 VT

Summary Progress of Plan Activity Implementation against Budget Expenditure of Operation Budget







MYD: DEPARTMENT OF YOUTH DEVELOPMENT & SPORT
Operational performances against agreed Key Performance Indicator

Table 17: MYJCS – Department of Youth Development & Sport

Budget Narrative					Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Proposed Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward/Comments	Linkages : CP	NSDP	T/L
MYD	58DG	Efficient use of office resources such as office space, utilities, Timely and cost-effective maintenance of office facilities.			52,509,600	Quarterly staff meetings Coaching and mentoring	Staffs throughout province updated and informed			In progress	1. Communication breaks down between officers and the national officer 2. Provincial officers do not make effort to get into the Government system		1) All officers access government emails 2. Strengthen fortnightly staff meetings 3. Ensure provincial officers have office space. 4. Provide Vodafone modems to all provincial officers	1, 2, 3, 7, 8, 9, 10, 14 /	SOC 4.6, 4.7	
						Conduct one-to-one staff workplans	Staffs are clearly informed and aware of the expectations of the Ministry against their performance			Complete		Supervisors guide provincial officers year-round to meet new ministry expectations				
						Regular monitoring of power and water	Ensure Office remains		2,000,000	In progress	Not all officers have a proper office space		1. Admin to file all provincial office space contracts			




Budget Narrative					Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Proposed Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward/Comments	Linkages : CP	NSDP	T/L
						usage and stationary usage	operational						2. All bills to be send to Admin officer in time			
						Area Games Area League Olympic Games (Paris) MSG Games	Number of sports disciplines conducted		4,000,000	Successful implementation of MSG PM Cup in PNG, 10-22 November 2025.	1. No specific budget for activities; 2. NPP not granted; 3. Funds were sourced internally thus affecting DYDS 2025 Annual Plan, especially DYDS 2025 provincial plans.		1. NPP for activity to be re-submitted but during the 2026 Supplementary Budget window; 2. COM Paper for activity to be submitted by Hon. Minister to back up the submission for supplementary budget.			
						Youth Meetings Youth and Sports Ministers Meetings Study Tour	Number of Resource Centre established		3,000,000	Sport Minister attended MSG meetings in Fiji and PNG successfully						
						Printing & Launching of these Documents	Documents become official		1,000,000	Not started						
58DI		Workshops and training conducted for provincial and area Youth councils.	Provincial Youth Council capacity building/training and workshops conducted	2		Visit each provinces & municipality to workshop the calendar of sports events	A calendar of sports events for each Province is completed		600,000	Not started	Budget constraint & absence of Sport Development Officers on ground (pending recruitment)		1. Roll over to 2026 2. Activity to be integrated alongside others to minimize costs; 3. Recruitment of sport development officers on ground.			
						- Assist the PSDOs to collect prizes and sport equipment. - Ensure timely disbursement of sport equipment and prizes.	Assistance provided to PSDOs. Sports equipment collected. NSSG report is provided		150,000	50% completed: Tafea Province, Sanma Province spent budgets; others lacked officers, limited equipment distribution and support during events	1. Budget constraint (some provincial offices did not fully spend their allocated budget for sport equipment. 2. Not sufficient fund released when needed for purchase of sport equipment.		1. Roll over to 2026 2. Ensure full disbursement of fund allocated for sport equipment; 3. Timely release of fund to purchase sport equipment and freight.			

Budget Narrative					Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Proposed Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward/Comments	Linkages : CP	NSDP	T/L
						- Ensure for PSDOs to collect & submit reports to Head Office	by the PSDOs.									
		Supporting Youth entertaining programs, cultural activities, music and arts.	Provincial Plans	6		- Provide assistance with the consultation with provincial authorities for their engagement in the organization of the area or provincial games. - Ensure delivery of area or provincial games & provide technical assistance/supervision where necessary.	Logistical arrangements for the organization of area or provincial games completed Provincial authorities are engaged in the process.		720,000	80% completed: TORBA 7 ACs (no AGs), PENAMA 10 ACs (full), SANMA 13 ACs (full), MALAMPA 15 ACs (1 AG), SHEFA 19 ACs (no AGs), TAFEFA 12 ACs (4 AGs).	1. Torba, Shefa, Malampa PGCs supportive; games not yet implemented 2. Provincial Sport committees established but struggle to meet and progress due to poor collaboration, distance, and busy schedules		1. Roll over of activity and budget to 2026; 2. Recruitment of provincial sport officers on ground. 3. Deployment of senior officers to support provincial officers.			
						Draft NPP for provincial and area games and submit to MBC for consideration and endorsement	Development and submission of NPP for Provincial and Area Games			In progress – draft NPP developed.	Current provincial or area games not fully implemented as yet due to financial constraint.		1. Roll over of activity to 2026; 2. Provincial/Area games must be fully implemented to assess additional NPP funding needs. .			



Budget Narrative					Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Proposed Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward/Comments	Linkages : CP	NSDP	T/L
						- Advertise & promote Sport Ambassador Program within with all 13 Ministries through DG's Office & DCO; - Formalise the Ambassador Program between Ministries & NFs	National Sport Ambassador Program is reactivated. Support Agreement signed between Ministries & NFs		500,000	Not started	1. Institutional change within ministerial portfolio.		1. Roll over of activity to 2026 (in preparation towards 2027 Pacific Games, Tahiti); 2. Develop COM Paper for endorsement; 3. Each ministry to support 1–2 sports for 2027 Pacific Games preparation.			
						- Review concept for Sport for Development Program - Introduce SDP in area councils where infrastructure is existent. - Implement SDP in selected area councils (pilot) - Develop promotional products & distribute to	Concept for Sport for Development Program reviewed & implemented		1,000,000	On hold – change of focus in terms of sports for development program (avoid duplication of effort & resources).	1. Partnership with TeamUp program (DFAT) to promote S4DP within communities; 2. Similar grass roots development program through area and provincial games.		1. Focus on rolling out 3rd edition of area and provincial games in 2026.; 2. Explore partnering with DFAT's TeamUp to support grassroots sport development programs.			

Budget Narrative					Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Proposed Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward/Comments	Linkages : CP	NSDP	T/L
						targeted sites										
						Liaise with partner organisation for potential partnership & better coordination of sport services delivery at national & provincial levels	Demonstrated collaboration between partners organisations (NFs) in the implementation of planned activities for sports			In progress	1. NFs or NSOs are not registered with Gvt; 2. Ad hoc financial support to NFs/NSOs		1. Registration of NFs/NSOs with VNSA; 2. Signing of MoU with NFs/NSOs; 3. Provision of grant support to NFs/NSOs			
						- Collaborate with Vanuatu Cultural Centre for the promotion of traditional sports. - Promote traditional sports during organised events (sports, youth, or cultural)	Traditional sports are promoted as a mean to preserve cultural knowledge		500,000	50% complete	1. Informal promotion of traditional sports during area games; 2. Difficulty in identifying resource person		1. Roll over of activity to 2026; 2. Need to consult VKS for guidance.			
						- Review concept of youth cells.	Youth cell groups'		100,000	Not started	1. Focus on election of Area youth councils, provincial		1. Roll out of activity to 2026;			

Budget Narrative					Business Plan					Monitoring and Evaluation							
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Proposed Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward/Comments	Linkages : CP	NSDP	T/L	
						<ul style="list-style-type: none"> - Review membership of Youth cell. - Develop project proposal for youth cell. - Engagement of youth cells members in delivering sport & youth services 	<p>data updated & available to MOYDS & sports partners Youth cell members engaged as volunteers during organised sports events & others at the provincial level.</p>					<p>youth councils, and national youth councils to update contacts</p>		<p>2. Youth cells enable provincial sport offices to communicate with area councils for planning and implementation.</p>			
						<ul style="list-style-type: none"> - Ensure provincial sports development officers carry out activities based on the MOYDS 2025 Annual Business Plan & their respective Annual Workplan for 2025 	<p>Provincial Sports Development Officer is implementing the MOYDS 2025 Annual Business Plan</p>			Completed	<p>1. Budget allocation not consistent with planned activities; 2. Budget constraints</p>		<p>1. Liaise with Finance Unit MYJCS to address monthly releases; 2. Avoid use of provincial budget for other activities.</p>				



Budget Narrative					Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Proposed Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward/Comments	Linkages : CP	NSDP	T/L
						Provide assistance to provincial Sport Development Officers in negotiating with provincial authorities for the allocation of a land space.	Land space secured for establishment of sport office.			In progress: PENAMA house allocated; TORBA, SANMA, MALAMPA offices in provincial buildings; SHEFA constrained; TAFEA in main stadium.	<ol style="list-style-type: none"> Most provincial HQ are waiting for the declaration of public land; Unavailability of land space within the provincial HQ 		<ol style="list-style-type: none"> Roll over of activity to 2026; Option to co-share cost with other MYJCS agencies for a permanent structure to accommodate all provincial offices. 			
						Provide technical assistance to provincial offices where necessary to maintain office operation until recruitment	Provincial offices operation is maintained despite vacancy (TORBA, MALAMPA & PENAMA)			Completed – all provincial offices were operational for the full year of 2025.	<ol style="list-style-type: none"> TORBA, PENAMA, MALAMPA sport offices remain unoccupied. Provincial Youth officers unable to perform provincial sport duties. 		<ol style="list-style-type: none"> Recruit provincial sport development officers for TORBA, PENAMA, and MALAMPA. Deploy senior sport officers to support provincial youth officers on-ground. 			
						- Negotiate with suppliers for procurement quotes. - Purchase of selected sports equipment to support organisation of sports events.	Sports equipment purchased & available to support sports services delivery & promote		3,000,000 (500,000 vt per Province)	Completed: TAFEA and SANMA fully used budgets; other provinces lacked officers, received limited equipment support.	<ol style="list-style-type: none"> Absence of sport development officers on ground; Provincial Youth officers unable to perform provincial sport duties Unavailability of funds when needed. 		<ol style="list-style-type: none"> Roll over of activity to 2026 (as annual events); Release funds timely for purchasing and distributing sport equipment before activities. 			

Budget Narrative					Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Proposed Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward/Comments	Linkages : CP	NSDP	T/L
						- Ensure distribution of sports equipment to provincial sport offices for wider dissemination	physical activities									
						- Undertake annual courtesy visits to all Provinces to physically assess Sport Office operation. - Provide technical assistance to provincial offices where necessary to maintain office operation until recruitment. - Courtesy visits provincial Authorities & provincial partners to strengthen working relationship	Provincial Sport Office is annually visited to ensure its full & effective operation Working partnership with Provincial Government & partners is maintained & strengthened		780,000	Provincial visits to TORBA, SANMA, and TAFEA.	1. Budget constraint when needed;		1. Roll out of activity to 2026; 2. Provincial visit is necessary to ensure proper office operation as our provincial officers are junior officers who need constant support to ensure proper service delivery to the communities and in alignment to provincial priorities and deliverables.			

Budget Narrative					Business Plan				Monitoring and Evaluation							
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Proposed Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward/Comments	Linkages : CP	NSDP	T/L
	58DK	Supporting Youth entertaining programs, cultural actives, music and arts.	Data collection on Youth training Needs	100		- Develop partnership with the Ministry of Health including collection of youth health data (SRH, NCD, Mental health) - Youth peer education program for SRH, NCD, Mental health etc.	- Partnership established with MoH. - 20 Young people are train as per educators		100,000	In progress	1. Negotiations between the Provincial health officers and the youth officer but due to late arrival of budget (December) Activities cannot be carried out.		<ol style="list-style-type: none"> DYSD secured UNFPA SRH-BCC project Project uses community outreach and social media for behaviour change 2025: Seven Efate communities covered: Meresawia, Utanlang, Etas Zone 3, Agathis, 21 Jumstreet Tagabe, Melemat, Erakor SRH posters distributed to seven islands: Tanna, Efate, Malekula, East Ambae, Vanualava, Santo, Pentecost Four radio sport programs aired. Six Facebook outreach campaigns by "Yumi Nomo" Vodafone SMS sent SRH messages to all subscribers in Dec 2025 Participated in National working groups 2026: Project to expand to MALAMPA, PENAMA, SANMA SHEFA ongoing; UNFPA impacted approximately 			
						In partnership with VNYA, establish	- Established registrati		200,000	Complete		1. Youth officers hold contacts for 30 area council reps (TORBA 9, SANMA 11, MALAMPA				

Budget Narrative					Business Plan				Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Proposed Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward/Comments	Linkages :	T/L
						proper registration procedures and process, create a directory, and assist VNYA in conducting youth group profiling.	on procedures and processes for youth groups. - Youth directory developed. - Comprehensive youth profiling conducted.						10); 42 councils pending updates by 2027. 2. VNYA send Registration forms to all provincial officers to share among active youth group in their respected provinces	CP	
						Consult with stakeholders implementing PSS/Disaster responds activities and identify and collect Different Manual of PSS.	Training manual for psychosocial support and disaster responses for young people Develop. A working Group will be set up for the guiding of the development of		200,000	In progress			1. Working with MOH Mental Health unit, member of national MHPSS working group. 2. The MHPSS meet three (3) times in 2025 3. Vanuatu MHPSS package developed by Cubic Life, funded by UNICEF for disaster PSS implementation. 4. TOT training pending in SHEFA as pilot before rollout nationwide.		

Budget Narrative					Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Proposed Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward/Comments	Linkages :	T/L	
							the Manual.									
						-Youth leaders Mapping and stock take with stakeholders and youth service providers for the development of the National Youth leadership Manual. -In partnership with Transparency Vanuatu a Youth leaders camp is conducted. - In partnership with Balance and Power for the empowerment of young woman in leadership program	Conduct Mapping exercise with youth service providers and stakeholders. Task force or working group set up for the advisory to the development of the manual. Conduct validation workshops for the Draft national manual to youth leadership. Conduct the youth leadership		500,000	Complete			1. National empowerment youth desk Update youth stakeholders or youth service contacts. 2. Balance power currently working with the Department - youth officers since last year. Provinces like SANMA and MALAMPA			

Budget Narrative					Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Proposed Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward/Comments	Linkages :	T/L	
														CP	NSDP	
							p Camp. Young girls' youth leadership empowerment workshop									
						- Develop partnership with the Ministry of Trades and commerce including collection of youth data on Youth in business, youth in tourism and etc. - Youth cooperative set up	- Partnership established with Ministry of Trades. - 100 Young people are train on how to run a cooperative program - Youth cooperative set up		500,000	Behind Schedule	Pending Youth Employment officer to facilitate the process and to assist provincial officers		1. Request Financial visa 2. Advertisement of the post 3. Recruitment of the officer			
						Encourage platform to showcase youth creativity	Promote of young people to showcase their potential and abilities to all		500,000	Complete			1. Youth officers showcase talents and guide youth registration in events. 2. TORBA recorded approximately 15 youths participating in PSC showcase. 3. MALAMPA recorded approximately 40 youths			

Budget Narrative					Business Plan				Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Proposed Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward/Comments	Linkages :	T/L
														CP	NSDP
							registered youth group						participating in PSC showcase.		
						<ul style="list-style-type: none"> -Coordinate the Community facilitation package to be implemented in targeted areas. -Assist Provincial officers to conduct kap survey in their areas before CFP is implemented. -Conduct provincial and area council Orientations on the Community facilitation package. -Review GIP for Child protection in emergency and community advocacy program for child rights project with UNICEF 	<ol style="list-style-type: none"> 1. Kap Survey report developed. 2. Community facilitation works hop conducted. 3. Orientations conducted 		1,200,000	1-2 In progress	With the merging of the MOYDS to the MOYJCS it is a great hold back for the Child protection in emergency and in community trainings with the Donor UNICEF		<ol style="list-style-type: none"> 1. National office providing stationaries to Provincial youth and child desk officer 2. Provincial youth and sports continue to maintain the partnership between the Youth desk and the child desk in all provinces 3. National Youth unit sits in National child protection working group 		

Sign Off

I take responsibility for this report and certify that it is true, correct and complete.



24th March 2026

Jerrol Joseph Arnhambat
Director DYS

Date

PROGRAM MYF: VANUATU NATIONAL SPORTS AUTHORITY

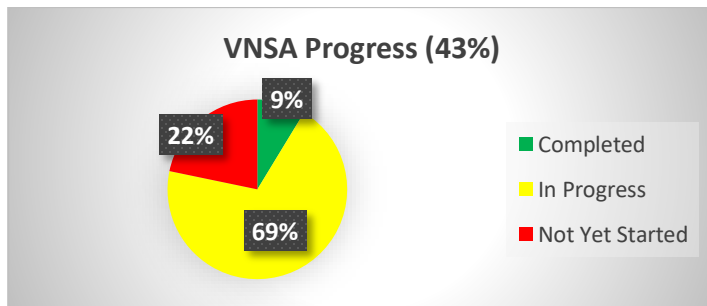
Activity MYFA: *Vanuatu National Sport Authority*

Activity Cost: 169,578,246 VT

Budget Spent: 163,344,019 VT

Under/Over spent: 5,098,329 VT

Summary Progress of Plan Activity Implementation against Budget Expenditure of Operation Budget



MYF: VANUATU NATIONAL SPORT AUTHORITY

Operational performances against agreed Key Performance Indicator

Table 18: MYJCS – Vanuatu National Sport Authority

Budget Narrative					Business Plan					Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkages: CP NSDP	T/L	
MJF	58EA	Recruitment of high skilled person following formalization of VNSA organization structure and approval by the VNSA Board Branding strategy design in progress			169,578,246	Review staff appraisal	Ensure All Staff appraisals are completed		35,000	In progress	No trainings available		Identify & organise relevant trainings		SOC 4.7	
						Organize national staff meetings quarterly	Ensure staff meetings are organize		15,000	In progress	Not all staff attend the meetings		Timely Update meeting schedules			
						Organize Provincial Staffs			155,000	In progress	Budget constraint		Negotiate for fundings			
						Meeting deadlines of Utility payments Collect Invoices at each month end	Ensure no outstanding Utilities expenses		10,000,000	On going	Other departments utilities expenses invoiced to VNSA		Identify utility expenses with departments and ensure fund availability.			
						Advertise all vacant positions	Have new staffs by end of 2025		3,000,000	Achieved and is in progress	Few applications; difficulty finding candidates.		Negotiate funding and recruit suitable candidates.			
						Quotation for everything and raise payment	All stationeries and furniture's		500,000	Achieved and is an on going	Budget constraint		Negotiate for fundings			

Budget Narrative					Business Plan				Monitoring and Evaluation							
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkages:		T/L
														CP	NSDP	
		Facilitation of provincial and national Game successfully implemented				Work with MSG and VFF to start scouting process and final team selection	Vanuatu Team participates in the MSG Cup		14,000,000	In progress	Budget constraint		Negotiate for fundings			
						Work with AA's to organise the games in the area councils	All Area councils to at least organise a sporting event		20,000,000	In progress	Budget constraint		Negotiate for fundings			
						Work with Vasanoc to prepare a team.	Vanuatu has a team in the Mini Games 2025		37,000,000	Achieved	Committed funds for multi-purpose courts		Schedule planning session and negotiate for funding.			
						Work with MoIA to prepare the provinces for the National Games	Vanuatu to host a national game		22,000,000	Not yet started	Lack of planning and budget constraint		Clear plans in place and availability of funds			
						Work with MOE to organise the National School Games.	Organise with MOE to organise the National School games		23,000,000	In progress	Lack of data/ Information And budget constraint		Work on clear plans and negotiate for fundings			
						Prepare a team for Common wealth games 2026 in Scotland	Vanuatu to have a team for the commonwealth Youth Games 2025		16,000,000	Not yet started	Lack of data/ Information and budget constraint		Set up clear plans and negotiate fundings			
		Facilitation of provincial and national Game successfully implemented				Work with Respective federations and MOE to have this working	All schools to have a team participating the League.		10,000,000	Not yet started	Recruitment still in progress		Find the right candidate and negotiate for fundings			
						Create a working committee and setup Office.	Vanuatu to have a team in the OFC pro league		105,000,00 0	In Progress	Budgeting Approval still pending		Draw up clear plans and negotiate fundings			

Budget Narrative					Business Plan				Monitoring and Evaluation								
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkages: CP	NSDP	T/L	
						Develop a budget to run it as a corporate entity.	Vanuatu to have a National ProLeague Run by the Government and VNSA		20,000,000	In Progress	No preparation or plans in place and budget constraint		Draw up clear plans and negotiate for fundings				
						Work MOIA and DLA to set up committee to run the events alongside the VNSA.	Each province to have its own Games		40,000,000	In Progress	No plans in place and budget constraint		Draw up clear plans and negotiate fundings				
		Recovery of sport real estate in progress				Procurement of materials and contractors	Have 6 new multipurpose courts build around Vanuatu		80,000,000	Not achieved	Budget redirected to infrastructure development in Port Vila		To be started next year 2026				
						Procurement of materials and contractors	Lamenu Stadium Permanent Fencing Chapuis stadium Permanent Fencing		30,000,000	Not yet Started	Budget constraint		Negotiate further to acquire affordable materials and transport.				
							Procurement of contracts for renovation according to assessments	K1 and K2 to be fully renovated by end of this year		300,000,000	In Progress	Budget constraint		Need to negotiate funding			
		VNSA operations and commercialized activities on going				Build 1 in Korman Stadium and 1 in NFEC	To have at least 2 cafeteria and food Vendors by end of 2025		3,500,000	In progress	Budget constraint		Negotiate for funding				
							Build some extra Infrastructure and collect rentals.	To have at least 2 cafeteria and food Vendors by end of 2025		3,500,000	In progress	Budget constraint		Negotiate for funding			
							Open up a canteen inside Korman stadium	To Have 1 Canteen owned by VNSA at Korman		500,000	In progress	Budget constraint		Negotiate for funding			

Budget Narrative							Business Plan			Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkages:		T/L
						Collect some revenue on the Road that was created for Rally.	Have an agreement with Morgan Driving school to hire and use the Korman Rally Road.		300,000	Complete	No revenue from Rally fury race		Strengthens procedure payments for Rally Race competition	CP	NSDP	

Sign Off

I take responsibility for this report and certify that it is true, correct and complete.



06th March 2026

Trevor Toka
CO

Date

PROGRAM MYF: VANUATU NATIONAL YOUTH AUTHORITY

Activity MYFC: *Vanuatu National Youth Authority*

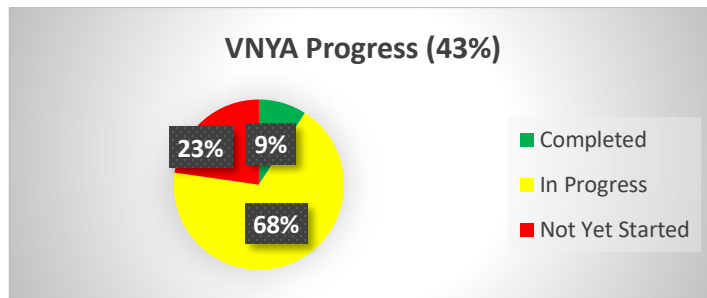
Activity Cost: *30,000,000 VT*

Budget Allocated: *30,000,000 VT*

Budget Spent: *30,000,000 VT*

Under/Over spent: *0VT*

Summary Progress of Plan Activity Implementation against Budget Expenditure of Operation Budget



Operational performances against agreed Key Performance Indicator

Table 19: MYJCS – Vanuatu National Youth Authority

Budget Narrative				Business Plan				Monitoring and Evaluation				T/L				
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkages: CP NSDP		
MJF	58EC				20,000,000	Committees in place & names submitted for gazette	All committee names gazette		VUV200,000	6 Provincial Youth Committee and 2 Municipal youth committees set up	Availability of fund So, we cover 8 committee		Subject to this merge funds have to be source elsewhere. Youth sector to agree funding support with the youth developing officers.		SOC 4.6	
						Scope of work	Clear scope of work		VUV1,000,000	In progress: Regular meetings In progress: Draft document in place			Meeting commences once funding cleared. Workshopping with different groups			
		Ensure a VNYC presence in all provinces and municipalities				Workshop for six provinces	Understanding of roles & functions			Started for few youth groups	Availability of budget		Subject to this merge funds have to be source elsewhere and manage to do few youth groups			
						Operational procedures in place	Operational tools in place			In progress			Peace corps volunteer here to assist Now drafts are in place ready for launch			

Budget Narrative					Business Plan				Monitoring and Evaluation							
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkages:		T/L
														CP	NSDP	
						Setting up of bank accounts based on required documents	Bank accounts set up		VUV6,000,000`	Not yet	Not all area councils have a banking institution Other means of payment services		Work with the provincial government to establish cost centre for area youth subcommittee's Use M-vatu as it has a formal agreement with Vodafone			
						Coordinate workshop on audit & reporting towards the performance of National & youth council to ensure compliance with PFEM Act	Report tools provided through workshop			Not yet	Funding issue		To commence in 2026			
						Ensure NC/YC/YSC comply with record keeping & reporting systems	Timely report (activity verses budget)			In progress	Funding issues		In house workshop for the officers understand record keeping and reporting Advantage in the national and provincial event.			
						Coordinate the establishment of YWA to represent youth workers in Vanuatu as an Association	Conduct awareness & workshopping		VUV 150,000	In progress	Development of internal proceedings		Requesting funds to facilitate the process. Update meeting is needed to see the status			
						YWA formally set up through elections	Establish criteria for each grouping			In progress	Assistance of Volunteer		Requesting funds to facilitate the process. Submission of funding release.			

Budget Narrative					Business Plan				Monitoring and Evaluation							
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkages:		T/L
														CP	NSDP	
						Coordinate & properly registration of YW/YG/YSP	Registration form developed & prescribed fee endorsed		VUV 150,000	Completed			Registration commences once funds are made available			
						Contact awareness and consult with Target Groups regarding registration and recognition	Registrations and Recognition of registration			In progress: awareness conducted with groups.	Funds delay		VNYA to agree volunteer roles. Using national, provincial events for registrations.			
						Coordinate & establishment of YWA operational & procedures rules	Structure & operational manual		VUV 150,000	In progress	Interim committee needs to come forward		Interim committee to agree on what the volunteer will assist on			
		Coordinate resources to gather funding assistance for youth programs, projects and activities.				Funding Support to start	Concept note to be developed			In progress and a concept note has been developed	Development of the concept note		Volunteer to assist in the development processes			
						Resource centre established Scope of work for the centre Established networking with provinces	Purchasing of centre equipment Recruitment of officers or volunteers Consulting with government agencies and stakeholders			In progress: Discussions underway			Space availability Peace Corp volunteer here to assist with development of internal and operational documents Meeting discussion of the concept			
						Conduct and Coordinate survey	Identify need of youth groups regard youth development programs			In progress: Survey form developed			Conduct survey to identify available inter-agency programs, support.			

Budget Narrative					Business Plan				Monitoring and Evaluation						
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkages: CP NSDP	T/L
						Approved by GRT & determination provided	Structure Approved			In progress based on the structure review	Prioritizing to meet with GRT		Arrange to meet with GRT Meeting yet to commence		
						Approval of job descriptions as in the structure	Submission to GRT Approved job descriptions signed off			Not achieved	Prioritizing to meet with GRT		Arrange to meet with GRT		
						Facilitate salaries according to GRT determination	Salaries process accordingly`		VUV10,000,000	In progress					
						Daily administration and other meetings with partners	Daily cleaning, filling, customer service, utility bills, rental, internet & communications tools (including web page), stationery, office equipment, toiletries & kitchen stuff etc.		VUV 3,000,000	In progress					
						Coordinate meeting logistics & reports	Prepare agenda, logistics & minutes		VUV2,000,000	In progress					
						Purchase new vehicle	Vehicle purchased		VUV3,700,000	Not achieved	Funding issues		Consider cost or negotiate with car dealer Hiring of vehicle on short period for certain officer operations		

Budget Narrative					Business Plan				Monitoring and Evaluation							
Budget Program	Cost Center	Means of Services Delivery	Performance Measurement (Service Targets)	Target	Cost Center Budget (VT)	Action	Output or Service Target (KPI)	Target	Propose Budget	Progress made against Key Performance Indicators (KPI)	Main Issues Affecting progress of KPI	Cost Center Actual Spending (VT)	Way forward	Linkages: CP	NSDP	T/L
						Maintenance, repairs & fuel	Vehicle maintained		VUV400,000	Not achieved	Funding issues		Hire car in the mean time			

Sign Off

I take responsibility for this report and certify that it is true, correct and complete.



06th March 2026

Vira Taivakalo
CO

Date

b) Provincial Services Delivery

The Ministry of Youth, Justice and Community Services (MYJCS) faces significant service delivery challenges, particularly in ensuring equitable access across Vanuatu, including the provinces.

Key issues include:

1. Limited Access to Justice and Community Services in the Provinces

1. **Geographic Barriers:** Many rural and remote communities struggle to access legal and community support due to distance and poor infrastructure.
2. **Limited Presence of Service Providers:** There is a shortage of judicial officers, legal aid, and community service workers in the provinces.
3. **Low Public Awareness:** Many communities are unaware of their legal rights and available justice services.

2. Capacity and Performance Challenges

- **Under-Resourced Institutions:** Courts, correctional services, and Disability and child protection units, CLMO, DWA and VLRC face staffing and resource shortages.
- **Coordination Gaps:** Weak collaboration between MYJCS and provincial authorities results in inefficiencies.
- **Slow Case Processing:** Delays in court proceedings and legal processes hinder timely justice delivery.

Improving Access and Performance

To address these issues, the following initiatives are being implemented with collaboration of the MYJCS donor partners. Highlights below only captures agencies that report direct to MYJCS while other agencies under MYJCS reports produce separately.

- **Decentralization and Provincialization:** *Expanding MYJCS presence in provinces through Departments and Agency officer presents in each province and implementation of programs under each agencies mandate.*

Table 20: Improving Access and Performance

Depart/Agency	Province	Officers Presents in Province	Resources	Program Implementation
Correctional	Tafea	Permanent Staff 13 PS Contract Officers - 1	Nakauyen Remand and Low risk Center Vehicle	<ul style="list-style-type: none"> • Remand and low risk security • Rehabilitation program • Awareness • Probation services
	Malampa	Resigned	Office Space and Vehicle	Undergoing negotiation for land space for Remand and Low risk Center
	Penama	1 PS	Office	<ul style="list-style-type: none"> • Awareness • Probation services
	Sanma	Permanent officer – 48 Contract – 15 officers	Mauria High and Low risk center Juvenile Center Probation office	<ul style="list-style-type: none"> • Remand and low risk security • Juvenile Security • Rehabilitation program • Awareness • Probation services
	Torba	1 PS	Office space	<ul style="list-style-type: none"> • Awareness

				<ul style="list-style-type: none"> • Probation services • Negotiation reaches agreement for land space in Gaua for correctional Center
DWA	Tafea	1 Officer	Office space	Awareness and training on referral pathways, GBV
	Shefa	1 Officer	Office space	Awareness and training on referral pathways, GBV
	Malampa	1 Officer	Office space	Awareness and training on referral pathways, GBV
	Penama	1 Officer	Office space	Awareness and training on referral pathways, GBV
	Sanma	1 Officer	Office space	Awareness and training on referral pathways, GBV
	Torba	1 Officer	Office space	Awareness and training on referral pathways, GBV
Child Desk	Tafea	Protection Officer - 1 Compliance Officer - 1	Office space	<ul style="list-style-type: none"> • Awareness and Training • Case Management and Referral Part ways
	Shefa	Protection Officer - 1 Compliance Officer - 1	Office space	<ul style="list-style-type: none"> • Awareness and Training • Case Management and Referral Part ways
	Malampa	Protection Officer – 1 Compliance Officer - 1	Office space	<ul style="list-style-type: none"> • Awareness and Training • Case Management and Referral Part ways
	Penama	Protection Officer – 1 Compliance Officer - 1	Office space	<ul style="list-style-type: none"> • Awareness and Training • Case Management and Referral Part ways
	Sanma	Protection Officer – 1 Compliance Officer - 1	Office space	<ul style="list-style-type: none"> • Awareness and Training • Case Management and Referral Part ways
	Torba	Protection Officer - 1	Office space Boat	<ul style="list-style-type: none"> • Awareness and Training • Case Management and Referral Part ways
Disability	Tafea	CS Officer – 1 Compliance Officer - 1	Office space	<ul style="list-style-type: none"> • Awareness and training • Registration • Data collection • Case Management and Referral
	Shefa	Protection Officer - 1 Compliance Officer - 1	Office space	<ul style="list-style-type: none"> • Awareness and training • Registration • Data collection • Case Management and Referral
	Malampa	CS – 1 Compliance Officer - 1	Office space	<ul style="list-style-type: none"> • Awareness and training • Registration • Data collection • Case Management and Referral
	Penama	CS Officer - 1	Office space	<ul style="list-style-type: none"> • Awareness and training • Registration • Data collection • Case Management and Referral
	Sanma	CS Officer - 1	Office space	<ul style="list-style-type: none"> • Awareness and training • Registration • Data collection • Case Management and Referral
	Torba	CS Officer – 1 Compliance Officer - 1	Office space	<ul style="list-style-type: none"> • Awareness and training • Registration • Data collection • Case Management and Referral
CLMO	Tafea	1 CLO	Office	<ul style="list-style-type: none"> • Awareness • Facilitate Nakamal Meeting, Area land Tribunal • Receive fresh claim application

				<ul style="list-style-type: none"> Erection of Bill Boards Facilitates S6H meeting Facilitate List Consultation
	Shefa	1 CLO	Office	<ul style="list-style-type: none"> Awareness Facilitate Nakamal Meeting, Area land Tribunal Receive fresh claim application Erection of Bill Boards Facilitates S6H meeting Facilitate List Consultation
	Malampa	Vacant by quarter 3 and 4	Office Vehicle	<ul style="list-style-type: none"> Awareness Facilitate Nakamal Meeting, Area land Tribunal Receive fresh claim application Erection of Bill Boards Facilitates S6H meeting Facilitate List Consultation
	Penama	1 CLO	Office	<ul style="list-style-type: none"> Awareness Facilitate Nakamal Meeting, Area land Tribunal Receive fresh claim application Erection of Bill Boards Facilitates S6H meeting Facilitate List Consultation
	Sanma	1 PCLO, 1 CLO, 1 Finance and Admin Officer and 1 Contract	Office Vehicle	<ul style="list-style-type: none"> Awareness Facilitate Nakamal Meeting, Area land Tribunal Receive fresh claim application Erection of Bill Boards Facilitates S6H meeting Facilitate List Consultation
	Torba	1 CLO	Base in Santo	
Youth & Sports	Tafea	1 PYDO 1 PSDO	Office	<ul style="list-style-type: none"> Mobile Clinic (Awareness) Carry out Area Games/Area League Support provincial area youth council Work with Youth service providers
	Shefa	1 PYDO 1 PSDO	Main office	<ul style="list-style-type: none"> Mobile Clinic (Awareness) Carry out Area Games/Area League Support provincial area youth council Work with Youth service providers
	Malampa	1 PYDO	DWA office	<ul style="list-style-type: none"> Mobile Clinic (Awareness) Support provincial area youth council Work with Youth service providers
	Penama	1 PYDO	Office	<ul style="list-style-type: none"> Mobile Clinic (Awareness) Support provincial area youth council Work with Youth service providers
	Sanma	1 PYDO 1 PSDO	Office shared with Human Rights Unit Vehicle	<ul style="list-style-type: none"> Mobile Clinic (Awareness) Carry out Area Games/Area League Support provincial area youth council Work with Youth service providers
	Torba	1 PYDO	Use Provincial HQ office	<ul style="list-style-type: none"> Mobile Clinic (Awareness) Support provincial area youth council Work with Youth service providers

2. Report Against Annual Development Report (ADR) Targets:

The National Sustainable Development Plan (NSDP) has 15 Goals that prioritizes the policy framework for the Government. The Justice and Community Services Sector is represented under **Goal 1: Vibrant Cultural Identity**, **Goal 4: Social Inclusion** and **Goal 5: Security Peace and Justice**.

Table 21: ADR Progress













SOC Objective	Society Pillar Objectives	Progress Updates in 2025
Society 1	Vibrant Cultural Identity – A nation based on traditional governance and Christian principals, which underpins our culture and continue to bestow life skills and knowledge to future generations	
SOC 1.1	Promote and protect indigenous languages	The Vanuatu Indigenous Land Defense Desk (VILDD) has an initiative ‘Kastom Skul’ that brings two communities together for two hours/week for 6 months to learn vernacular language and other basic cultural aspects including – traditional food, weaving, dances, etc. 2025- selected communities were Epau and Emua.
SOC 1.2	Preserve and enhance cultural and traditional knowledge	The 5th National Arts Festival held on Tanna in July-August of 2025 brought together participants from across Vanuatu to showcase their traditional knowledge and express their diverse cultural heritage. This event is a celebration of Vanuatu’s diverse cultural heritage.
SOC 1.3	Conserve sites of cultural and historical significance	39 sites were identified in 2025. Pentecost = 9 sites, Efate = 4, Malekula = 5, Santo = 6, Tanna = 5, Vanua Lava = 4, Emae = 6
SOC 1.4	Strengthen links between traditional and formal governance systems	The newly built Chief’s Nakamal was officially opened on Chief’s Day 5 th March 2025 in Port Vila.
Society 4	Social Inclusion – An Inclusive Society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, the elderly and vulnerable groups are supported, protected and promoted in our legislations and institutions	
SOC 4.1	Implement gender responsive planning and budgeting processes	The Department of Women’s Affairs leads on this objective through its implementation of the NGEP Strategic Area 4: Strengthening the foundation for gender mainstreaming . DWA has prioritized SOC 4.1 for 2025.
SOC 4.2:	Prevent and eliminate all forms of violence and discrimination against women, children and vulnerable groups	<ul style="list-style-type: none"> • Launching of child protection database. • Drafting & promoting the child protection bill • MOU for improved data integration with civil registry • Provincial training & capacity building
SOC 4.3:	Empower and support people with disabilities	<ul style="list-style-type: none"> • MOU with Care International focus on GEDSI training in Tafea, Penama & Malampa. • New renovated office opened in Malampa – central hub for legal & support services for vulnerable groups. • Sanma disability desk & partners conduct training on CRPD.

SOC 4.4:	Define the roles, responsibilities and relationships between the state, churches, traditional leaders and communities in safeguarding human rights and protecting traditional values and Christian principles	<ul style="list-style-type: none"> • In 2025, Govt ratified amendment defines marriage as man-woman, reflecting Christian traditions values. • National Human Rights Coordinator & VCC developed national policy restricting LGBTQIA+ advocacy & funding, citing Melanesian, Christian values.
SOC 4.5:	Ensure all people, including people with disabilities, have access to government services, buildings and public spaces	The government continued to align building regulations and public services with the National Disability Inclusive Development Policy 2018–2025.
SOC 4.6:	Provide opportunities, support and protection services for youth and children as valued members of society	The youth sector has been supporting young people in various communities to provide Psychosocial Support to ensure building resilience amongst them. Also contacting Behavioral Change Campaign (BBC) to educate young people around information related to sexual reproductive health, family planning, right decisions, respect each other etc..
SOC 4.7:	Encourage participation in physical activities and develop a safe and inclusive sports system that serves as a vehicle for community cohesion, education, health, leadership and fair play	Area games is a program the sports sector have conducted to ensure participation in sport is considered an activity to participate in to stay fit and healthy. But also support young people especially kids for their personal development.
SOCIETY 5:	Security, Peace and Justice – A Society where the Rule of Law is consistently upheld, and access to timely justice is available to everyone	
SOC 5.1:	Ensure all people have timely and equitable access to independent, well-resourced justice institutions	Judiciary, OPP and PSO leads on the implementation of this objective in 2025.
SOC 5.2	Establish and implement a National Anti-Corruption Framework	Funding secured in 2025 to review policy in 2026.
SOC 5.5	Strengthen links between traditional and formal justice systems and the role of chiefs in maintaining peace and stability	The newly built Chief's Nakamal was officially opened on Chief's Day 5 th March 2025 in Port Vila.

3. Report Against Ministry Budget Narrative

Table 22: Budget Narrative Progress

Program/Performance Measure	Output KPI	Target	Progress and Achievements	Challenges	Comments	T/L
MJAA: PORFOLIO MANAGEMENT						
Increase the number of establishment and maintenance of legal services compared to the previous year.	Number	2	50% achieved: Evidence bill passed by parliament	Changes of DGs / challenge to assist with policies	New cabinet fully commence in quarter 2 2025	
Reach number of individuals through community outreach programs, radio broadcasts, or social media campaigns.	Number	2000	Achieved		New cabinet fully commence in quarter 2 2025	
Advocate for the enactment or amendment of the number of laws or policies to address gaps or deficiencies in the legal system.	Number	2	Achieved	Changes of DGs / challenge to assist with policies	New cabinet fully commence in quarter 2 2025	
MJAB: CORPORATE SERVICES						
Develop and implement number of strategic plans, policies, or frameworks aligned with the ministry's mandate and priorities within a specified timeframe.	Number	1	Achieved			
Prepare and submit the annual budget proposal to the ministry of Finance before the start of the fiscal year.	Number	1	Achieved			
Maintain a staff turnover rate below 10% per year to ensure continuity and stability within the workforce.	Percentage	10%	Achieved			
Develop and implement number of emergency response plans or protocols to address potential crises, disasters, or disruptions.	Number	1	Not achieved	MYJCS structure not capture positions that should carry out this task	Working on new structure to capture these positions.	
Establish a system for monitoring human rights conditions and trends within the jurisdiction and produce number of human rights reports annually.	Number	1	Not achieved			
Participate in number of international conferences, seminars, or workshops on human	Number	3	Achieved			














rights related topics to share experiences and learn from global best practices.						
Facilitate access to justice for marginalized or vulnerable populations, including women, children, persons with disabilities, and minorities.	Percentage	50%	Achieved	Funding, delays, capacity constraint		
MJB: WOMEN'S AFFAIRS						
Ensure recruitment of staff on phase 2 of the new approved structure	Total number of new staff recruited	4	Not achieved	Delays	Carry to 2026	
Number of women in senior positions in the public service	No. of women in senior post	20	Achieved: 20+ women in senior post			
Number of sectors assessed for gender responsive budgeting and planning	No. of sectors	5	Achieved			
Provide a wider community awareness and delivery of program activities for women and families as per the Provincial Gender Action Plans 2025-2030.	Total number of Area Councils reached	40	Achieved: 64 area council reached.			
Number of partners supporting registration of women's businesses	No. of Partners	5	Achieved			
Undertake the training to partners on utilizing the multiservice delivery protocol (MSDP)	Total number of partners trained	50	20 partners consulted.			
Number of political parties who have women in their leadership structures	No. of political parties	5	Achieved: 6 political parties.			
Number of women in national and provincial committees and task forces	No. of Women	20	Achieved			
MJCA: CORRECTIONAL SERVICES						
Training courses completed by staff- internal training/ external training/ by gender	Number	80	50% achieved	Funds for training		
Escapes per annum	Number	0	90% achieved	Demolition of Centres in Port Vila and relocation aided few escape to happen		
Children in pre-sentencing and post-sentencing detention wholly separated from adults	Percentage	20%	100% achieved	Juvenile are kept but no rehab program due to lack of juvenile legislation which can be used to		








New correctional facilities built	Number	2	50% achieved	NPP was not approved for new centre to be built in the provinces.		
Detainees undertaking a rehabilitation program	Percentage	100%	Achieved	Training facility is an issue for rehab program		
Offenders serving community justice sentences	Percentage	50%	Achieved	Home visits challenging due to limited transportation and insufficient vehicles for Probation Officers.		
Complaints upheld by the Ombudsmen	Number	10	Achieved			

MYD: Department of Youth Development and Sports

MYDA: Sports Development

National Sports Plan	Number of Plans nationwide	2	1 achieved	Sport training officer vacant		
Support towards policy Implementation documented	Percentage		In progress:	Not measurable		
Provincial Plan	Number of Plans nationwide	6	Achieved	Budget limitation	Plan according to budget	
Tracking of activity progress through activity reports	Number of Activities		Achieved	Delays from national/provincial officers		
Ministry progress through quarterly reports	1 per Quarter	4	Achieved	Delays from national/provincial officers		
Supports towards the Organization of Provincial school games reported	1 per province	6	Achieved	Budget limitation		
Support towards the organization of National Secondary school games reported.	1 Nationwide	1	Not achieved: Postponed to 2026	Budget availability Sports facilities		
Support towards Pacific mini games reported.	1 Regional	1	Achieved: 1 report submitted.			
Support towards the organization of area games competitions reported.	Number of Area Game		Achieved	Not all province organizes area games. Lack of planning. Funds diverted towards unplanned activities		
Support towards sporting Federations /Associations, including sports Clubs documented	Number of supports per Province		Achieved: Supported few NFs especially the ones selected to compete in Mini Games	Out of 23 registered NFs, only few were supported.		

MYDB: Youth Development						
Provincial Plans	Reports produced	6	Completed by provincial officers	Time reporting	Work on improvement	
Provincial Youth Council capacity building/training and workshops conducted	Reports produced	2	Not achieved.	Delay of funds and limited funding support	Youth elections will be conducted in 2026 along with capacity building training	
Area Youth Council Capacity Building/training and workshops conducted	Reports produced	5	In progress	Delay of funds and limited funding support	Should be considered for 2026	
Data collection on Youth training Needs	Training Needs identified	100	Managed to capture a good number of young people who identify training needs	The challenge is we could not reach every island	All of what is collected will be captured in the policy.	
Continued Registration of youth	Number of registrations in the data base		Testing of the data base we have collected this to ensure it is ready for launch	Delay of funds and timely preparation for registration training	Should be launch in 2026 and registration comment	
MJDA: Lands Tribunal Office						
Number of Clients Received	Number of Clients	1,000	Achieved: Office has received over 1000 clients	Proper Recording of clients	Need to improve recording of clients	
Number of Cases move into new Case Management System	Case transfer to new CMS	200	10 new cases	System was locked full 2024 and user restored back to registry in 2025	Entering of cases in progress	
Number of Adjudicators and Head of Nakamals Trained	Number trained	500	Achieved	Listings of Adjudicators were not properly submitted last year 2025	Adjudicator Trainings conducted only when there is an Area Tribunal meeting is held	
Number of Awareness Done	Number of Awareness	30	6 Awareness conducted		Awareness done in 6 area councils 4 in Shepherds and 2 in Tanna	
Number of Training done	Number of trainings	10	2 training done		Training is done in Maewo in each Area councils and in Santo by The National Coordinator	
Number Of Nakamal Meetings Held	Number of nakamal Meetings	40	20 nakamal meetings	Budget Shortage		
Number of Area Land Tribunal Meetings Held	Number of ALT Meetings	20	In progress	Budget shortage	Most were attended for conference only, but will be progress this year	
Number of Family Listings Meeting	Number of Family Listing	40	10 based on Green Certificate issued		Some Green Certificate may be issued by off the record	

Number of Lease Consultations Complete	Number of List consultation	20	10 Lease consultation completed	Budget shortage	Reports were submitted to Lands Department	
Number of persons Recruited	Number of Recruitment	3	Not achieved progress to 2026	Due to budget		
MJEA: Law Commission						
Review reports to Commission for endorsement	No. of Report produced	2	Budget and human resource unavailability.	No report endorsed	Report re-scheduled to 2026 for Commission endorsement	
Increase staff Capacity and Development through trainings	No. trainings undertaken by staff	3	1 VLRC staff undertake PDLD Placements by SILR Staff	Too much workload	Lack of time for fulltime officers	
Continued Staff Recruitment and Implementation of VLRC Office Structure	No. of staff recruited	2	Not Achieved	NPP not approved	RE-Submit to 2026 NPP Request	
Renovation of New Office Space- Fencing, Car Park and Retaining wall	No. of contract submitted to CTB	1	No activity due to no budget	NPP not approved	Request support to VAPJP	
Commission meetings	No. of meetings achieved	2	Achieved			

4. Policy Development

In 2025, the Ministry of Youth, Justice and Community Services (MJYCS) made significant progress in strengthening its policy and strategic direction. A new ministry structure was established, integrating Youth Development, Sports, and the National Sports Commission to improve coordination and service delivery. The formation of a Legislative Drafting Committee marked a shift toward more streamlined and coordinated legal planning. Key strategies, including the Justice and Community Services Sector Strategy and Capacity Development Strategy (2025–2030), were introduced to guide long-term priorities. The Ministry also emphasized youth empowerment through education, employment, and legal protection, while continuing to implement inclusive policies and strengthening institutional capacity, budgeting, and legal aid systems.

The Ministry is also responsible for several key national policies, including the National Gender Policy 2020–2030, the National Disability Inclusive Policy 2018–2025, the National Child Protection Policy 2016–2026, the Vanuatu National Youth Policy 2019–2025, and the Vanuatu National Sports Policy 2019–2024. These policies reflect the Government’s commitment to social inclusion, youth empowerment, and the development of sports infrastructure and participation.

In addition, the Ministry oversees the implementation of the Vanuatu National Anti-Corruption Framework Policy 2018–2023, which aims to strengthen transparency in public procurement, improve financial management systems, and promote ethical practices across public institutions.

The Department of Youth and Sports has completed the review of both the Vanuatu National Sports Policy 2019–2024 and the Vanuatu National Youth Policy 2019–2025, with the revised policies expected to be launched in the near future.

5. Portfolio Legislative Framework

In 2025, the Ministry of Youth, Justice and Community Services worked collaboratively with key stakeholders to progress five important pieces of legislation:

Table 23: Legislative Framework

Legislation	Progress
Juvenile Justice Bill	Consultations completed and draft bill is completed, waiting for Parole Instructions
Juvenile Justice Procedure Code	Consultations and COM Paper need to be developed
Child Protection Bill	Consultations completed: awaiting bill to be passed by Parliament
Adoption Bill	Consultations completed: awaiting bill to be passed by Parliament
Family Protection Act	No progress
Marriage Act	Now led by Civil Registry under MOIA
Control of Marriage Act	No progress
Family Maintenance Act	Compiled 2025 Consultation notes for the six (6) Provinces. (2026-Further consultation required- National Consultation)
Child Maintenance Act	Compiled 2025 Consultation notes for the six (6) Provinces. (2026-Further consultation required- National Consultation)
Mind Care Act	Financialization of consultations (2026- DRAFT COM PAPER and DRAFTING INSTRUCTIONS for Bill for Parliament sitting)

Wills & Probate Act	Consultation completed
Matrimonial Causes Act	Consultations begin in Torba Provinces (2026- to complete consultations)
Police Act	Provincial Consultations completed
Pardoning Legal Framework	Review of Report for finalization
Public Solicitor's Act	Provided assistance for Consultations

6. Conventions

Vanuatu is a party to six UN Human Rights Conventions. All the human rights conventions are implemented through the Ministry of Youth, Justice and Community Services with support from the National Human Rights Committee (NHRC), established in 2014 to ensure timely reporting and coordination. Various stakeholders responsible for reporting, including the Department of Women's Affairs (CEDAW), the Disability and Child Desks (CRC, CRPD), the Department of Corrections and Police (CAT).

Vanuatu completed its first initial report on the Convention Against Torture in October, 2025 with the technical assistance and support of the Office of the High Commissioner of Human Rights and the South Pacific Commission, HRD Units in Fiji. Vanuatu submitted the report through to the United Nations Treaty Committee for the Convention against Torture, in Geneva in the same month.

Vanuatu also attended the 11th Conference of State Parties (COSP) on the UN Convention Against Corruption in Qatar, 9 – 14 December 2025. Vanuatu had a opportunity to provide a speech on behalf of the Minister of Justice, Youth and Sports on Corruption and Climate change and resilience.

A major challenge in the implementation and reporting to our international commitments has largely been capacity and budgetary constraints.

Table 24: UN Conventions

Treaty Body or UN mechanism	Date Ratified	Progress
National Human Rights Committee (NHRC)		Elected new Chairperson from an NGO partner with vice chairperson from DSSPAC. The Committee met
Universal Periodic Review (UPR)		Vanuatu's 4 th National Universal Periodic Review (UPR) report has been submitted on the UN Chairman of the National Periodical Review
International Convention on Civil and Political Rights (ICCPR)	21 st Nov 2008	No progress except for some awareness in provinces
Convention on the Elimination of all forms of Discrimination Against Women (CEDAW)	8 th Sep 1995	Due to current status of UN Human Rights Treaty Reporting Bodies, Vanuatu is yet to receive 'List of issues and questions' to submit its 5 th and 6 th Report.
United Nations Convention on the Rights of the Child (UNCRC)	7 th Jul 1993	Planning in progress for a working committee to work on the report - UNICEF, MJCS, and SPC working in partnership on the report. Vanuatu is yet to receive 'List of issues and questions' to prepare for it next report

United Nation Convention Against Torture (UNCAT)	12 th Jul 2011	A plan established to conduct a nation-wide visit to all police stations in the country and make recommendations on the assessments based on UNCAT standards. Initial Report has been completed by CAT Committee and awaiting COM endorsement before it is sent to the CAT Treaty Committee, in Geneva.
United Nation Convention on the Rights of People with Disabilities (UNCRPD)	23 rd Nov 2008	Progressing towards first initial meeting to develop concept note for legislation
United National Convention Against Corruption (UNCAC)		Plans to establish a Desk for UNCAC under the NHR. Committee to develop workplan

7. Risks/Challenges

- Changes in the Director General: for the past 8 months more 3 different DGs
- Majority of agencies are under acting leadership.
- Integrating youth and sports into the Ministry, including funding and strategy priorities.
- Office Space Challenge for the Ministry and Cabinet
- Under-resourced legal and justice services
- Policy and Legislative Gaps
- Data Management Gaps
- Logistical and Geographical Barriers

HUMAN RESOURCES MANAGEMENT

This section provides an overview of Human Resource Management (HRM) across the Ministry of Youth, Justice, and Community Services (MYJCS) for 2025. It details workforce composition, gender distribution, employment status, provincial deployment, and staff levels by department. The HRM function, led through the Corporate Services Unit, ensures compliance with Public Service Staff Regulations, manages recruitment and onboarding, payroll, performance appraisal, and identifies capacity-building needs.

HRM also supports internal communications, public relations, and policy consistency across the Ministry and its sector agencies, including:

- Corporate Services Unit & Human Rights Unit (CSU/HRU)
- Department of Women’s Affairs (DWA)
- Customary Land Management Office (CLMO)
- Malvatumauri Council of Chiefs (MCC)
- Department of Youth Development and Sports (DYDS)
- Department of Correctional Services (DBKS)

Workforce Overview

As of 2025, the Ministry employs approximately 211 officers across headquarters and provincial offices. Operational staff constitute the majority of the workforce, while senior executives and mid-level managers are concentrated in Port Vila and headquarters functions.

Table 25: Workforce Distribution by Province (2025)

Province	Torba	Penama	Sanma	Malampa	Shefa	Tafea	Port Vila	Total
No. of Officers	8	10	13	12	20	8	140	211

The largest number of officers is in Port Vila, reflecting the headquarters functions and coordination roles. Shefa Province has the highest number of provincial staff, followed by Sanma and Malampa. Torba and Tafea have smaller staffing contingents due to population size and service coverage requirements.

Gender Distribution

Gender distribution across MYJCS reflects progress toward gender equality:

- **Women:** 68 (32%)
- **Men:** 143 (68%)

Table 26: Gender Distribution by Department (2025)

Department	Total Staff	Women	Men	Women%	Men %
Corporate Services & HRU	39	10	29	25.60%	74.40%
Department of Women’s Affairs	12	8	4	66.70%	33.30%
Correctional Services	126	34	92	27%	73%

Customary Land Management	14	4	10	28.60%	71.40%
Malvatumauri Council of Chiefs	9	3	6	33.30%	66.70%
Department of Youth Development & Sports	11	2	9	18.20%	81.80%
Total	211	68	143	32%	68%

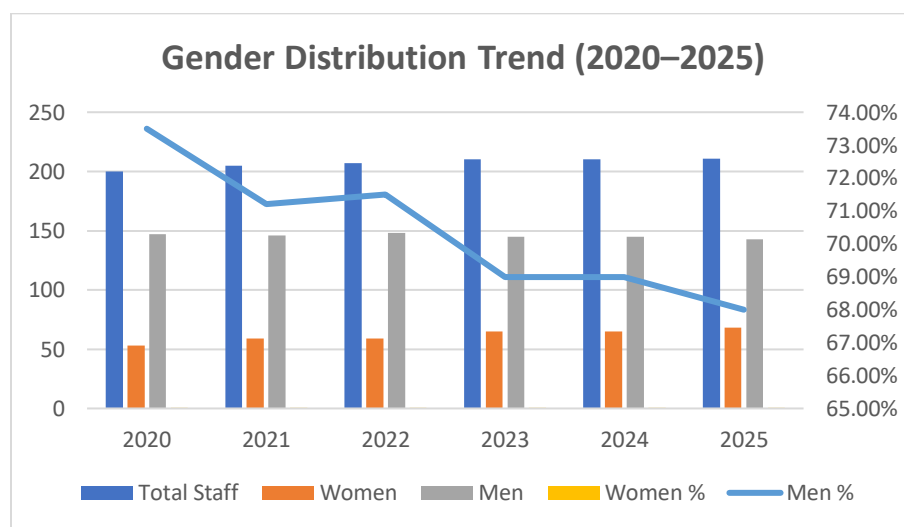
Table 25: Gender Distribution by Department (2025)

Female representation is highest in the Department of Women’s Affairs and administrative units, while male staff dominate technical, operational, and field-based roles, particularly in Correctional Services, Youth Development, and Customary Land Management.

Gender Distribution Trend (2020–2025)

This section highlights the gender composition of the Ministry’s Services workforce over the past six years, reflecting progress towards gender equality across departments.

Figure 2: MYJCS Workforce Gender Distribution 2020–2025



Over the past six years, the percentage of female staff increased steadily from 26.5% in 2020 to 32% in 2025, reflecting targeted recruitment and capacity-building initiatives for women. While male staff remain the majority, the Ministry demonstrates a positive trend toward gender balance.

Workforce Composition by Position Level

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

Table 27: MYJCS Staff by Position Level (2025)

Department	Senior Executive	Mid-Level	Lower-Level	Total
Corporate Services & HRU	5	5	29	39
Department of Women’s Affairs	1	2	9	12

Correctional Services	4	15	107	126
Customary Land Management	1	1	12	14
Malvatumauri Council of Chiefs	2	1	6	9
Department of Youth Development & Sports	0	2	9	11
Total	13	26	172	211

This distribution shows that operational staff form the backbone of the Ministry, while executive and managerial positions remain limited.

Employment Status

Table 28: Employment Status (2025)

Employment Type	Number of Officers	% of Workforce
Permanent	172	81.50%
Contract	39	18.50%
Total	211	100%

The Ministry continues to prioritize permanent appointments for long-term stability. Contract roles are used primarily for short-term or specialist positions. Several departments, including Youth and Sports and Customary Land Management, rely on contract employees for provincial fieldwork and temporary assignments.

Provincial Deployment

Officers are concentrated in Port Vila and Shefa Province, with fewer staff in Torba, Penama, and Tafea. The Ministry has plans to strengthen provincial staffing to improve service delivery, particularly in Sanma and Torba Provinces, in alignment with Government Acceleration Priorities.

Observations and HR Priorities

1. **Gender balance** is improving but remains uneven across departments. Targeted recruitment and capacity-building initiatives for women are recommended, particularly in field-based and technical positions.
2. **Provincial coverage** needs enhancement to ensure equitable service delivery. Sanma and Torba provinces require additional staffing to meet Ministry service targets.
3. **Contract management** should continue to be reviewed to reduce reliance on temporary arrangements, ensuring continuity of services.
4. **Succession planning** is required for senior and mid-level positions, especially in departments with upcoming retirements.

Disciplinary Cases (2025)

Table 29: Disciplinary Cases by Department/Agency

Disciplinary Cases	No.
Human Rights Unit	2
Department of Correctional Services	5
Total	7

The table above shows the distribution of disciplinary cases recorded during the year. The Department of Correctional Services accounted for most cases, with five (5) recorded matters, three (3) cases in Sanma and two (2) cases in Port Vila, while the Human Rights Unit recorded two (2) cases; one (1) within the provincial level and one (1) at the national level. This distribution reflects the operational scope of the respective departments and the continued enforcement of internal disciplinary procedures.

During the reporting period, disciplinary matters within the Human Rights Unit and the Department of Correctional Services were managed in accordance with the Public Service Staff Regulations Manual (PSSRM). Allegations of misconduct were addressed through established internal procedures, including precautionary suspensions where necessary, pending investigation and determination.

The Ministry continues to operationalise the Ministerial Disciplinary Committee (MDC), established under Section 2.3.3 of the PSSRM. The MDC is mandated to investigate and make determinations on disciplinary offences and provide recommendations to the Director General or relevant authority. All cases are handled in line with prescribed procedures to ensure fairness, accountability, and timely resolution.

Leave Balances

Table 30: Annual Leave Balance – MYJCS

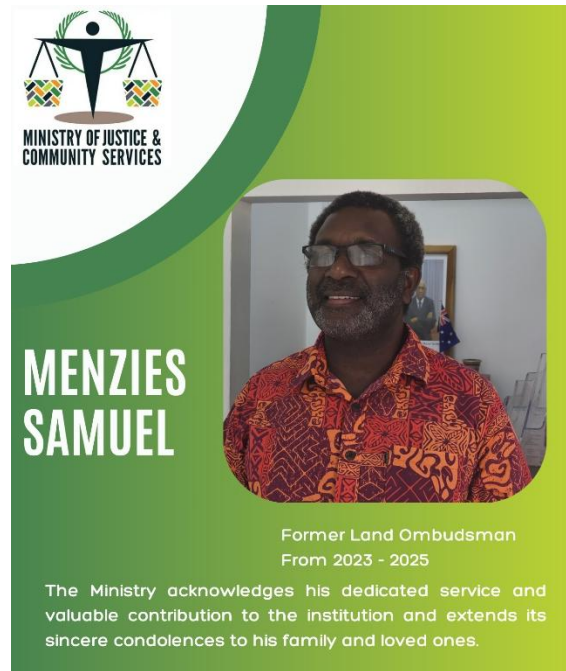
Agency	Leave Amount in Days	Leave Values in Vatu
CSU & Human Rights Unit	1400.805	VT. 10,382,532
DWA	334.73	VT. 2,759,266
DYDS	922.82	VT. 6,789,180
CLMO	700.93	VT. 4,209,543
MNCC	393.41	VT. 3,204,873
VLRC	193.19	VT. 2,545,417

Cessation of Employment

During the period under review, the Ministry recorded the unfortunate passing of the late former Lands Ombudsman, Mr. Menzies Samuel, who passed away while in service. The Ministry acknowledges his dedicated service and valuable contribution to the institution and extends its sincere condolences to his family and loved ones.

Table 31: Cessation of Employment

Dept	No.	Reason for Cessation
DBKS	1	Non-renewal of contract due to poor performance.
CSU	1	Resigned
CSU	1	Non-renewal of contract, officer signed another contract with another agency.
DoYS	1	Transfer to another Ministry
DWA	1	Transfer to another Ministry
Traditional Knowledge & Cultural Expression	1	Non-renewal of contract
Land Ombudsman Office	1	Dead in Service
Total	7	



Capacity Development

Long term Study (>12 months)

Table 32: Long term study

Agency	Part Time	Full time	Areas of Studies
CSU	1	1	Law, Inclusion
CLMO	2		Land Management
MCC	1		Law

The ministry continues to work closely with VIPAM on approval for long term studies. The studies are relevant to the departments needs and aligned to relevant policies and strategies. Public Service has a good policy that encourages officers to go for further studies while their position is secured. Conditions and due processes and procedures are to be followed.

Short Term Training (< 6 months)

Table 33: Short term study

Type of Training	Facilitor	Location	Participating Dept.
✓ Provincial Networking	MYJCS CSU	Sanma	All Justice Sector Agencies
✓ Performance Management training for Senior Officers	PSC VIPAM	Port Vila	All Justice Sector Agencies
✓ Communication Training (handling Camera and editing Videos)	VAPJP & MYJCS	Port Vila	All Justice Sector Agencies
✓ Cluster Coordination	NDMO & UN Women	Port Vila	MYJCS and Cluster Partners
✓ HR Training on Competency JD	MYJCS & PSC HRM	Port Vila	All Justice Sector Agencies
✓ Performance Management Training	MYJCS CSU	Port Vila	DBKS
✓ HR Networking Meetings × 3			
✓ Cyber CX Cloud Training	DCDT	Port Vila	CDC on behalf of Ministry
✓ Communication network meeting	MYJCS COMs Officer	Port Vila	All Justice Sector Agencies
✓ Combined Network × 2	MYJCS CSU	Port Vila	All Justice Sector Agencies
✓ 1 × Team Building	MYJCS CSU	Port Vila	All Justice Sector Agencies
✓ 1 × Mentoring and Coaching Arrangement	VAPJP and MYJCS	Port Vila	M&E
✓ 1 × In house Sessions	Early Childhood Development	Port Vila	MYJCS CSU
✓ Course on Harnessing Gender Data for SDG Monitoring, Policy Making and Action	UN Women	South Korea, Soul	DBKS

2025 HR Team Achievements and Challenges

Achievements – Human Resource Management (2025)

- i. Implemented the Public Service Performance Management System across MYJCS agencies in accordance with PSC guidelines.
- ii. Improved coordination and monitoring of work plans, mid-year reviews, and end-of-year appraisals across departments.
- iii. Maintained and regularly updated HRM staffing and employment data, supporting accurate reporting and decision-making.
- iv. Prepared and submitted quarterly, annual, and special HR reports within required timeframes.
- v. Coordinated recruitment processes for multiple agencies, supporting staffing continuity and service delivery.
- vi. Supported onboarding and orientation of newly appointed officers.
- vii. Strengthened HR networks at both national and provincial levels through regular coordination meetings.
- viii. Progressed organizational restructuring and competency-based job descriptions to improve role clarity and workforce planning.
- ix. Continued to manage staff relations and grievances in line with public service policies.
- x. Provided ongoing HR advisory support to departments to ensure compliance with public service regulations.

Challenges – Human Resource Management (2025)

- i. Delays in approval processes affected the timely completion of some recruitment and staffing actions.
- ii. Inconsistent completion of performance appraisals across departments impacted full implementation of the performance management cycle.
- iii. Capacity constraints within HR functions limited the pace of some planned activities.
- iv. Ongoing reliance on contract employment in certain areas affected workforce stability.
- v. Uneven HR capacity at provincial level affected consistency in HR administration and reporting.
- vi. Limited availability of centralized induction and training programs affected standardized onboarding of new staff.
- vii. Balancing operational demands with strategic HR initiatives remained an ongoing challenge.

Way Forward – 2026

- i. Strengthen compliance with the performance management framework to ensure timely and consistent completion of staff appraisals across all agencies.
- ii. Improve workforce planning by prioritising permanent recruitment and reducing reliance on short-term contracts where possible.
- iii. Maintain accurate and reliable HR data to support effective reporting and informed decision-making.

- iv. Build HR capacity through targeted training, professional development, and continued participation in HR networks.
- v. Enhance provincial HR support in line with government decentralisation and service delivery priorities.
- vi. Improve recruitment, onboarding, and induction processes to ensure staff are well supported and compliant with public service requirements.
- vii. Promote good governance, staff wellbeing, and timely resolution of HR matters.

COMMUNICATION

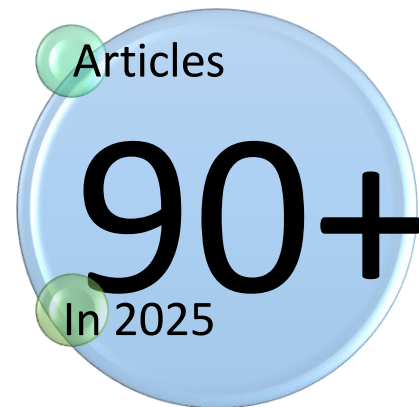
The Ministry public relations have really stepped up after having a full time, Communications Officer. Currently these are the Ministry’s Communication Channels:

Figure 3: Communication Channels



Number of Articles Published

The Ministry has Published over 50 + Articles on the Official Website, "[Ministry of Justice and Community Services](#)".



FINANCIAL STATEMENTS

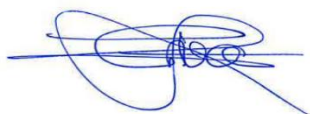
a) Statement of Representation

FINANCIAL STATEMENTS FOR THE YEAR ENDED 2025

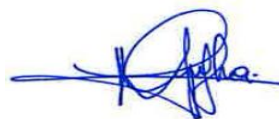
We have reviewed the Statement of Financial Performance and the Statement of Appropriations for my Ministry for the year ended 31st December 2025 and provided the required schedules as outlined in Financial Circular 3 of 2025. We verify that:

1. The Statement of Financial Performance and Statement of Appropriations fairly reflect the **MINISTRY OF YOUTH JUSTICE AND COMMUNITY SERVICES** Affairs financial activities for the period 1st January – 31st December 2025;
2. All LPOs were verified as being valid as at 31st December 2025 and any duplicate, invalid or erroneous LPOs have been cancelled;
3. All Standing and Accountable imprests due before 31st December 2025 have been retired and fully accounted for;
4. The asset register has been updated to the best of our ability and includes all known assets with a value of more than Vt100, 000 as at 31st December 2025;
5. Employee leave transactions have been updated and the list of outstanding annual leave balances provided is valid and complete;
6. All known commitments, contingent liabilities and contingent assets have been identified and information submitted;
7. All adjustment journals have been made and passed onto the Department of Finance for approval.

Signed



Mrs. Cherol ALA IANNA
Ministry of Youth Justice and Community Services
16th March 2026

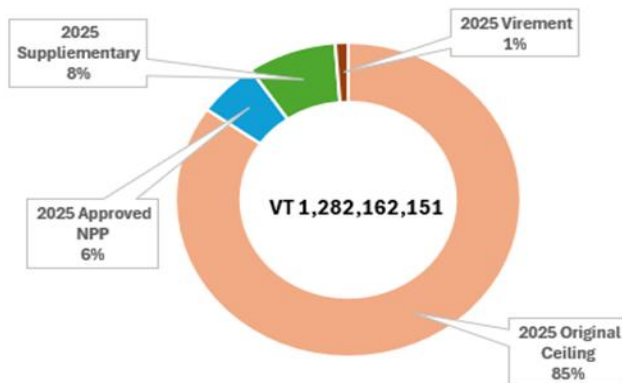


Mrs. Cynthia M TOA
MYJCS
16th March 2026

b) Statement of Appropriation

The Ministry continues to implement the corporate plan activities through each sector agency's business Plan for the year 2025. These plans were implemented through the government and also the technical and financial support from development partners.

Figure 4: MYJCS 2025 Budget



As summarise in Figure 1, the 2025 annual budget is VT 1,282,162,151. The original budget has increased at 18% compared to 2024 budget at 28%. The Increase in original ceiling is from the approved 2024 supplementary budget and NPP and virements. Therefore, it has shown that for 2023 budget appropriation as at December 31st 2023 the Final budget stands at VT 1.2 billion Vatu.

In Figure 2, the final 2025 budget shows allocation made to only two components, Payroll and Operations with 47% and 53% allocated respectively. This shared budget allocation contributes greatly to the human resource for the MYJCS and successful implementation of core activities as outlined in the Business and Corporate plan.

Figure 5: Total MYJCS Budget by Payroll and Operational Budget, 2025

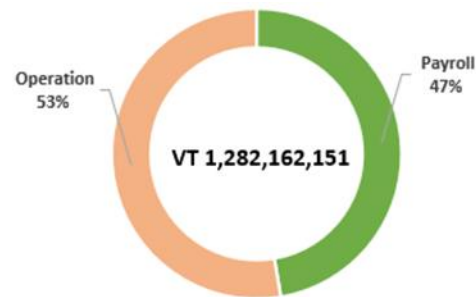


Figure 6: Total MYJCS original Budget against Govt. Original Budget, 2025

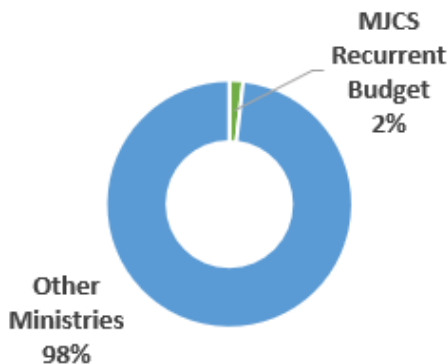


Figure 3 shows that from the overall government original budget only 2% was allocated to the MYJCS. The other 98% is shared to other govt Ministries and institutions.

Table 34: Statement of Appropriation

Code	Description	Original Appropriation	Supplementary Appropriations	Virements	Final Budget	Actual Expenditure	Commitments	Total Expenditure	Under/
M15	Ministry of Youth, Justice and Community Services								
MJA	Cabinet Support								
07AA	Cabinet Operations	62,804,164	-	3,787,162	66,591,326	67,231,727	-	67,231,727	(640,401)
MJAA	Portfolio Management	62,804,164	-	3,787,162	66,591,326	67,231,727	-	67,231,727	(640,401)
07AA	Cabinet Operations	-	-	-	-	55,000	-	55,000	(55,000)
07AB	Office of the Director General	-	-	-	-	(610,772)	-	(610,772)	610,772
30AA	MoJCS Corporate Service Unit	113,675,586	61,350,000	(20,233,933)	154,791,653	147,723,336	-	147,723,336	7,068,317
30AB	Convention on the Right of People with Disability	20,996,386	-	2,063,360	23,059,746	21,759,295	-	21,759,295	1,300,451
30AC	Convention on the Right of a Child (CRC)	22,105,040	-	3,918,894	26,023,934	26,833,863	-	26,833,863	(809,929)
30AD	Land Ombudsman	6,459,104	-	742,196	7,201,300	5,377,625	-	5,377,625	1,823,675
30AE	Human Resource Unit	11,998,150	-	462,304	12,460,454	10,572,250	-	10,572,250	1,888,204
58BA	Office of Youth Development, Sport & Training	19,191,508	-	(2,206,333)	16,985,175	19,713,672	-	19,713,672	(2,728,497)
MJAB	Corporate Services	194,425,774	61,350,000	(15,253,512)	240,522,262	231,424,269	-	231,424,269	9,097,993
MJA	Cabinet Support	257,229,938	61,350,000	(11,466,350)	307,113,588	298,655,996	-	298,655,996	8,457,592
MJB	Womens Affairs								
08AA	Policy Section	40,904,482	-	(5,698,205)	35,206,277	34,965,233	-	34,965,233	241,044
08BA	Tafea Provincial Office	300,000	-	-	300,000	299,846	-	299,846	154
08BB	Shefa Provincial Office	300,000	-	-	300,000	299,973	-	299,973	27
08BC	Malampa Provincial Office	300,000	-	-	300,000	299,500	-	299,500	500
08BD	Penama Provincial Office	300,000	-	-	300,000	299,916	-	299,916	84
08BE	Sanma Provincial Office	300,000	-	-	300,000	300,000	-	300,000	-
08BF	Torba Provincial Office	300,000	-	-	300,000	299,962	-	299,962	38
30AA	MoJCS Corporate Service Unit	-	-	-	-	145,000	-	145,000	(145,000)
MJBA	Women's Affairs	42,704,482	-	(5,698,205)	37,006,277	36,909,430	-	36,909,430	96,847
MJB	Womens Affairs	42,704,482	-	(5,698,205)	37,006,277	36,909,430	-	36,909,430	96,847
MJC	Correctional Services								
2501	Office of the Director	43,295,576	-	6,932,750	50,228,326	50,362,520	-	50,362,520	(134,194)
2502	Correctional Centre (North)	95,082,011	-	6,249,491	101,331,502	97,279,771	-	97,279,771	4,051,731
2503	Probation (North)	19,015,952	-	841,664	19,857,616	18,480,193	-	18,480,193	1,377,423
2504	Parole	1,506,844	-	-	1,506,844	1,506,844	-	1,506,844	-
2505	Correctional Centre Port Vila	251,514,559	45,449,128	12,992,919	309,956,606	314,889,478	-	314,889,478	(4,932,872)
2506	Probation Unit (Port Vila)	21,097,095	-	2,069,589	23,166,684	22,499,770	-	22,499,770	666,914
2507	Junenile Centre	15,358,588	-	(2,843,700)	12,514,888	10,076,807	-	10,076,807	2,438,081
2508	TAFEA Correctional Center	37,000,000	-	(9,306,734)	27,693,266	27,733,471	-	27,733,471	(40,205)
MJCA	Correctional Services	483,870,625	45,449,128	16,935,979	546,255,732	542,828,854	-	542,828,854	3,426,878
MJC	Correctional Services	483,870,625	45,449,128	16,935,979	546,255,732	542,828,854	-	542,828,854	3,426,878
MJD	Lands Tribunal								
58EA	Vanuatu National Sports Authority	-	-	-	-	11,237,977	-	11,237,977	(11,237,977)
84AA	Customary land management Office	82,121,694	-	(1,435,333)	80,686,361	80,921,178	-	80,921,178	(234,817)
MJDA	Lands Tribunal Office	82,121,694	-	(1,435,333)	80,686,361	92,159,155	-	92,159,155	(11,472,794)
MJD	Lands Tribunal	82,121,694	-	(1,435,333)	80,686,361	92,159,155	-	92,159,155	(11,472,794)
MJE	Law Commission								
85AA	Vanuatu Law Commission	30,969,109	-	1,584,076	32,553,185	33,468,802	-	33,468,802	(915,617)
MJEA	Law Commission	30,969,109	-	1,584,076	32,553,185	33,468,802	-	33,468,802	(915,617)
MJE	Law Commission	30,969,109	-	1,584,076	32,553,185	33,468,802	-	33,468,802	(915,617)

MJM	Youth Development & Sports									
58DA	Youth & Sports Development TORBA	4,653,240	-	(535,500)	4,117,740	2,991,960	-	2,991,960	1,125,780	
58DB	Youth & Sports Development SANMA	4,653,240	-	166,046	4,819,286	4,874,381	-	4,874,381	(55,095)	
58DC	Youth & Sports Development MALAMPA	4,653,240	-	(535,500)	4,117,740	3,225,462	-	3,225,462	892,278	
58DD	Youth & Sports Development PENAMA	4,653,240	-	(160,000)	4,493,240	3,184,026	-	3,184,026	1,309,214	
58DE	Youth & Sports Development SHEFA	4,653,240	-	206,526	4,859,766	4,924,964	-	4,924,964	(65,198)	
58DF	Youth & Sports Development TAFEA	4,653,240	-	-	4,653,240	4,420,808	-	4,420,808	232,432	
58DJ	Sports Training & Cordination	2,892,680	-	132,964	3,025,644	3,128,276	-	3,128,276	(102,632)	
MJMA	Sports Development	30,812,120	-	(725,464)	30,086,656	26,749,877	-	26,749,877	3,336,779	
58DA	Youth & Sports Development TORBA	3,653,240	-	11,038	3,664,278	3,507,197	-	3,507,197	157,081	
58DB	Youth & Sports Development SANMA	3,653,240	-	76,346	3,729,586	3,786,695	-	3,786,695	(57,109)	
58DC	Youth & Sports Development MALAMPA	3,653,240	-	116,826	3,770,066	3,828,524	-	3,828,524	(58,458)	
58DD	Youth & Sports Development PENAMA	3,653,240	-	-	3,653,240	3,713,661	-	3,713,661	(60,421)	
58DE	Youth & Sports Development SHEFA	3,653,240	-	-	3,653,240	3,263,859	-	3,263,859	389,381	
58DF	Youth & Sports Development TAFEA	6,645,920	-	62,111	6,708,031	6,803,553	-	6,803,553	(95,522)	
58DK	Youth Empowerment	2,892,680	-	698,976	3,591,656	3,990,614	-	3,990,614	(398,958)	
58DL	Youth Economic Equity & Empowerment	2,892,680	-	-	2,892,680	835,329	-	835,329	2,057,351	
MJMB	Youth Development	30,697,480	-	965,297	31,662,777	29,729,432	-	29,729,432	1,933,345	
58FA	Youth & Sport Development Fund	2,000,000	-	-	2,000,000	4,442,977	-	4,442,977	(2,442,977)	
MJMC	Contribution to Sport & Youth Development	2,000,000	-	-	2,000,000	4,442,977	-	4,442,977	(2,442,977)	
MJM	Youth Development & Sports	63,509,600	-	239,833	63,749,433	60,922,286	-	60,922,286	2,827,147	
MJO	Grants to Youth & Sports Statutory Bodies									
2501	Office of the Director	-	-	-	-	21,000	-	21,000	(21,000)	
2502	Correctional Centre (North)	-	-	-	-	42,000	-	42,000	(42,000)	
58BB	National Sport Gymnasium	-	-	-	-	18,827	-	18,827	(18,827)	
58EA	Vanuatu National Sports Authority	169,578,246	-	-	169,578,246	163,262,192	-	163,262,192	6,316,054	
MJOA	Vanuatu National Sports Authority	169,578,246	-	-	169,578,246	163,344,019	-	163,344,019	6,234,227	
58EC	Vanuatu National Youth Authority	30,000,000	-	-	30,000,000	30,000,000	-	30,000,000	-	
MJOC	Vanuatu National Youth Authority	30,000,000	-	-	30,000,000	30,000,000	-	30,000,000	-	
MJO	Grants to Youth & Sports Statutory Bodies	199,578,246	-	-	199,578,246	193,344,019	-	193,344,019	6,234,227	
MYB	Executive Management and Cooperate Services									
58AA	Office of the Director General	-	-	4,803,264	4,803,264	(99,132)	-	(99,132)	4,902,396	
58AB	Executive Management & General Admin	-	-	8,470,964	8,470,964	(50,000)	-	(50,000)	8,520,964	
58BA	Office of Youth Development, Sport & Training	-	-	-	-	(1)	-	(1)	1	
MYBA	Executive Management & Support Services	-	-	13,274,228	13,274,228	(149,133)	-	(149,133)	13,423,361	
58BB	National Sport Gymnasium	-	-	-	-	237,222	-	237,222	(237,222)	
MYBB	Contribution to Sport & Youth Development	-	-	-	-	237,222	-	237,222	(237,222)	
MYB	Executive Management and Cooperate Services	-	-	13,274,228	13,274,228	88,089	-	88,089	13,186,139	
MYD	Youth Development & Sports									
58DA	Youth & Sports Development TORBA	-	-	-	-	-	-	-	-	
58DB	Youth & Sports Development SANMA	-	-	1,945,101	1,945,101	-	-	-	1,945,101	
58DC	Youth & Sports Development MALAMPA	-	-	-	-	-	-	-	-	
58DD	Youth & Sports Development PENAMA	-	-	-	-	-	-	-	-	
58DE	Youth & Sports Development SHEFA	-	-	-	-	-	-	-	-	
58DF	Youth & Sports Development TAFEA	-	-	-	-	-	-	-	-	
58DI	Sports Development	-	-	-	-	-	-	-	-	
58DJ	Sports Training & Cordination	-	-	-	-	-	-	-	-	
MYDA	Sports Development	-	-	1,945,101	1,945,101	-	-	-	1,945,101	
58DA	Youth & Sports Development TORBA	-	-	-	-	-	-	-	-	
58DB	Youth & Sports Development SANMA	-	-	-	-	-	-	-	-	
58DC	Youth & Sports Development MALAMPA	-	-	-	-	-	-	-	-	
58DD	Youth & Sports Development PENAMA	-	-	-	-	-	-	-	-	
58DE	Youth & Sports Development SHEFA	-	-	-	-	-	-	-	-	
58DF	Youth & Sports Development TAFEA	-	-	-	-	-	-	-	-	

58DG	Director Office	-	-	-	-	(2,330,310)	-	(2,330,310)	2,330,310
58DH	Youth & Sports Planning	-	-	-	-	-	-	-	-
58DI	Sports Development	-	-	-	-	-	-	-	-
58DK	Youth Empowerment	-	-	-	-	-	-	-	-
58DL	Youth Economic Equity & Empowerment	-	-	-	-	-	-	-	-
MYDB	Youth Development	-	-	-	-	(2,330,310)	-	(2,330,310)	2,330,310
MYD	Youth Development & Sports	-	-	1,945,101	1,945,101	(2,330,310)	-	(2,330,310)	4,275,411
MYF	Grants to Youth & Sports Statutory Bodies	-	-	-	-	-	-	-	-
58EA	Vanuatu National Sports Authority	-	-	-	-	176,406	-	176,406	(176,406)
MYFA	Vanuatu National Sports Authority	-	-	-	-	176,406	-	176,406	(176,406)
58EB	Vanuatu National Youth Council	-	-	-	-	(90,000)	-	(90,000)	90,000
MYFB	Vanuatu National Youth Council	-	-	-	-	(90,000)	-	(90,000)	90,000
58EC	Vanuatu National Youth Authority	-	-	-	-	-	-	-	-
MYFC	Vanuatu National Youth Authority	-	-	-	-	-	-	-	-
MYF	Grants to Youth & Sports Statutory Bodies	-	-	-	-	86,406	-	86,406	(86,406)
M15	Ministry of Youth, Justice and Community Services	1,159,983,694	106,799,128	15,379,329	1,282,162,151	1,256,132,727	-	1,256,132,727	26,029,424
	Grand Total	1,159,983,694	106,799,128	15,379,329	1,282,162,151	1,256,132,727	-	1,256,132,727	26,029,424

c) Expense Summary Report

The Ministry of Justice annual expenditure as at 31st December 2025 is VT 1,256,132,727 and this is 98% spent from the total annual MJCS Budget of VT 1.2 billion Vatu. This information (Tables) illustrates a summary of expenses for each agency with the Ministry of Justice and Community Services.

Table 35: Summary of MJCS Budget vs Actual Expenditure by Department, 2025

Departments	Final Budget	Total Expenditure	Variance	% of Budget Spent
Ministry Of Justice and Community Services	66,591,326	67,231,727	- 640,401	101
MoJCS Corporate Service Unit	223,537,087	212,266,369	11,270,718	95
Department of Women's Affairs	37,006,277	36,909,430	96,847	100
Department of Correctional Services	546,255,732	542,828,854	3,426,878	99
Customary Lands Tribunal Office	80,686,361	92,159,155	- 11,472,794	114
Vanuatu Law Reform Commission	32,553,185	33,468,802	- 915,617	103
Department of Youth & Sports Development	295,532,183	271,824,162	23,708,021	92
Total	1,282,162,151	1,256,688,499	25,473,652	98

The Table above shows the summary of budget against expenditure by departments for the final 2025 budget allocation as a 31st December 2025. The overall total per cent spent shows that the ministry did spend within its limited budget at 98% total.

The Department that has spent within its allocated budget are Department of Woman's Affairs and Department of Correctional services and the cabinet office of the Ministry of Youth, Justice and community Services. This is 99 to 100 percent of budget spent. The budget underspent are Corporate Service Unit including the Human Rights Unit Desk and the Department of Youth and Sports Development with 95 to 92 budgets spent. The Departments with Overspent budget are Customary Land Management Office and Vanuatu Law reform commission with 3 to 14 percent budget overspent.

Payroll Expense Summary

The Overall Ministry's Payroll expense summary shows that from its 47% payroll budget allocation, the payroll expense as at 31st December 2025 is at 98% budget spent.

Figure 7: Payroll Budget Against Actual

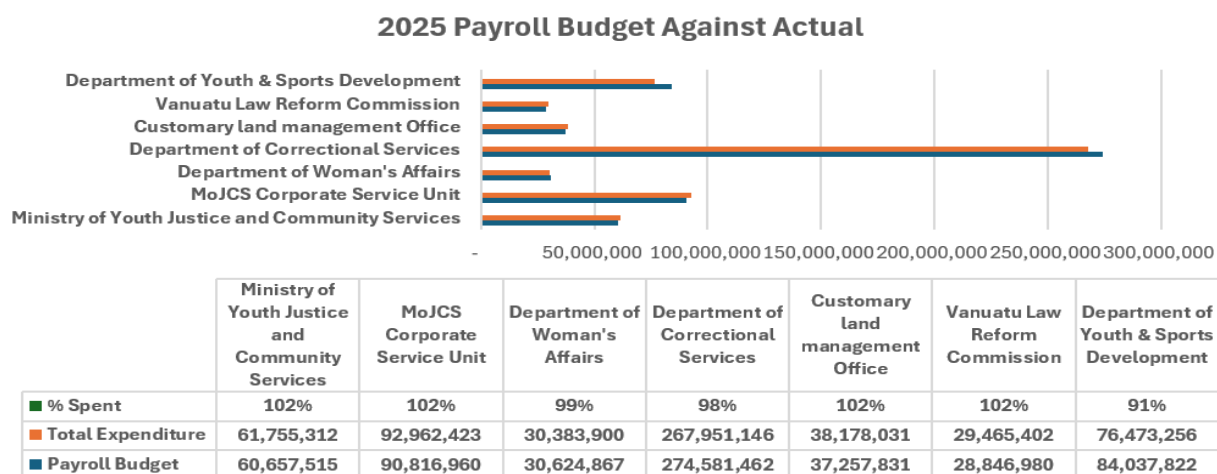


Figure 8 shows each MYJCS Agency’s Payroll Budget against actual expense. For Cabinet office, Corporate Service Unit, Customary land Management Office and Vanuatu Law Reform Commission Spent slightly within allocated payroll budget compared to Department of Women’s Affairs and Department of Correctional Services underspent slightly its allocated payroll budget and Department of Youth and Sports underspent at 91 percent its allocated budget.

Operations Expense Summary

The Overall Ministry’s Operational expense summary shows that from its 53% Operation budget allocation, the operation expense as at 31st December drops to 51%. This is a result of work in progress on major project activities.

Figure 8: 2025 MJCS Operation Budget Against Actual

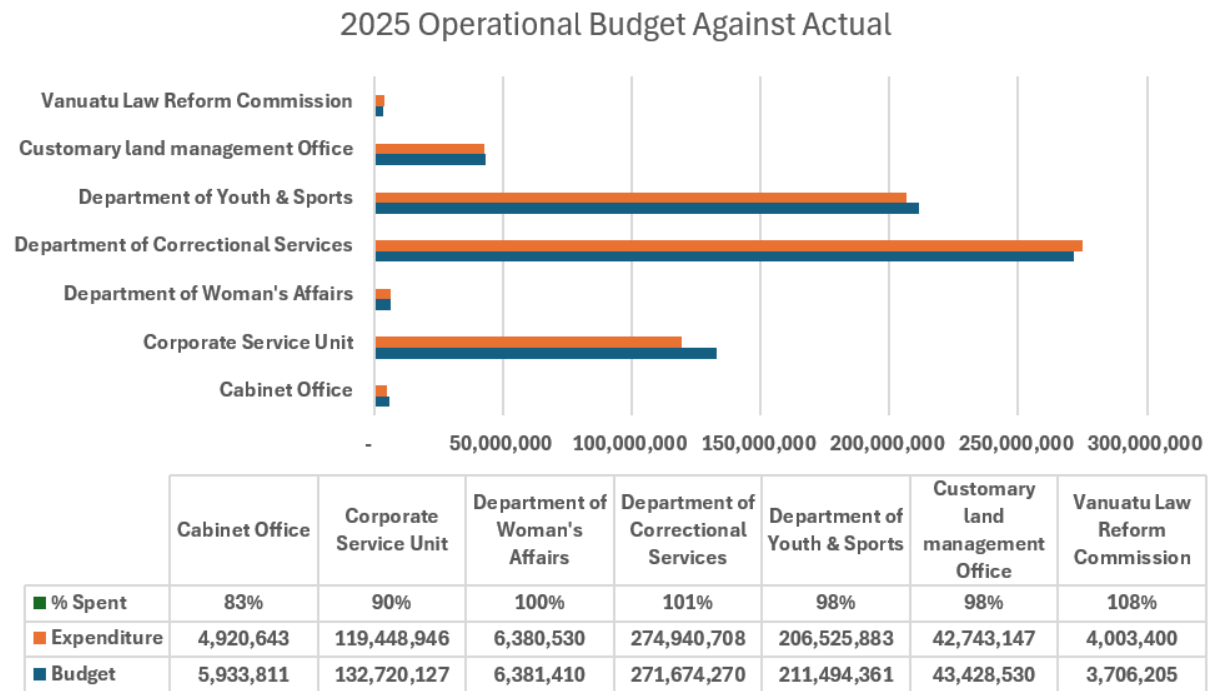


Figure 9 shows each MYJCS Agency’s Operation against actual expense. For Department of Woman’s Affairs and Department of Correctional Services spent within its allocated budget. The Cabinet office, Corporate Service Unit, Department of Youth and Sports Development and Customary land Management Office slightly underspent its allocated operational budget and Vanuatu Law Reform Commission overspent its allocated operational budget.

Table 36: Expense Summary Report

Code	Description	Actual	Commitment	Total	Budget to Date	Under/(Over) Budget	Warrant Released	Warrant Remaining	Annual Budget	Annual Budget Remaining
M15	Ministry of Youth, Justice and Community Services									
07	Ministry of Justice and Community Service									
07AA	Cabinet Operations	67,286,727	-	67,286,727	66,591,326	(695,401)	51,225,414	(16,061,313)	6,331,984	(60,954,743)
07AB	Office of the Director General	(610,772)	-	(610,772)	-	610,772	-	610,772	-	610,772
07	Ministry of Justice and Community Service	66,675,955	0	66,675,955	66,591,326	-84,629	51,225,414	-15,450,541	6,331,984	-60,343,971
08	Department of Womens Affairs									
08AA	Policy Section	34,965,233	-	34,965,233	35,206,277	241,044	27,133,736	(7,831,497)	4,567,792	(30,397,441)
08BA	Tafea Provincial Office	299,846	-	299,846	300,000	154	250,010	(49,836)	25,001	(274,845)
08BB	Shefa Provincial Office	299,973	-	299,973	300,000	27	250,010	(49,963)	25,001	(274,972)
08BC	Malampa Provincial Office	299,500	-	299,500	300,000	500	250,010	(49,490)	25,001	(274,499)
08BD	Penama Provincial Office	299,916	-	299,916	300,000	84	250,010	(49,906)	25,001	(274,915)
08BE	Sanma Provincial Office	300,000	-	300,000	300,000	-	250,010	(49,990)	25,001	(274,999)
08BF	Torba Provincial Office	299,962	-	299,962	300,000	38	250,010	(49,952)	25,001	(274,961)
08	Department of Womens Affairs	36,764,430	0	36,764,430	37,006,277	241,847	28,633,796	-8,130,634	4,717,798	-32,046,632
25	Correctional Services									
2501	Office of the Director	50,383,520	-	50,383,520	50,228,326	(155,194)	40,665,708	(9,717,812)	4,305,909	(46,077,611)
2502	Correctional Centre (North)	97,321,771	-	97,321,771	101,331,502	4,009,731	78,346,760	(18,975,011)	10,332,903	(86,988,868)
2503	Probation (North)	18,480,193	-	18,480,193	19,857,616	1,377,423	15,838,823	(2,641,370)	1,989,151	(16,491,042)
2504	Parole	1,506,844	-	1,506,844	1,506,844	-	1,256,708	(250,136)	125,068	(1,381,776)
2505	Correctonal Centre Port Vila	314,889,478	-	314,889,478	309,956,606	(4,932,872)	235,352,287	(79,537,191)	14,011,750	(300,877,728)
2506	Probation Unit (Port Vila)	22,499,770	-	22,499,770	23,166,684	666,914	18,623,810	(3,875,960)	2,643,942	(19,855,828)
2507	Junvenile Centre	10,076,807	-	10,076,807	12,514,888	2,438,081	9,360,745	(716,062)	1,525,506	(8,551,301)
2508	TAFEA Correctional Center	27,733,471	-	27,733,471	27,693,266	(40,205)	19,867,431	(7,866,040)	3,912,929	(23,820,542)
25	Correctional Services	542,891,854	0	542,891,854	546,255,732	3,363,878	419,312,272	-123,579,582	38,847,158	-504,044,696
30	Ministry of Justice & Social Welfare Corporate Service Unit									
30AA	MoJCS Corporate Service Unit	147,868,336	-	147,868,336	154,791,653	6,923,317	142,604,349	(5,263,987)	6,005,956	(141,862,380)
30AB	Convention on the Right of People with Disability	21,759,295	-	21,759,295	23,059,746	1,300,451	18,350,268	(3,409,027)	2,096,823	(19,662,472)
30AC	Convention on the Right of a Child (CRC)	26,833,863	-	26,833,863	26,023,934	(809,929)	19,956,276	(6,877,587)	2,737,691	(24,096,172)
30AD	Land Ombudsman	5,377,625	-	5,377,625	7,201,300	1,823,675	6,115,472	737,847	960,420	(4,417,205)
30AE	Human Resource Unit	10,572,250	-	10,572,250	12,460,454	1,888,204	11,200,188	627,938	1,117,971	(9,454,279)
30	Ministry of Justice & Social Welfare Corporate Service Unit	212,411,369	0	212,411,369	223,537,087	11,125,718	198,226,553	-14,184,816	12,918,861	-199,492,508
58	Department of Youth and Sport									
58AA	Office of the Director General	(99,132)	-	(99,132)	4,803,264	4,902,396	-	99,132	-	99,132
58AB	Executive Management & General Admin	(50,000)	-	(50,000)	8,470,964	8,520,964	-	50,000	-	50,000
58BA	Office of Youth Development, Sport & Training	19,713,671	-	19,713,671	16,985,175	(2,728,496)	6,676,815	(13,036,856)	2,863,352	(16,850,319)
58BB	National Sport Gymnasium	256,049	-	256,049	-	(256,049)	-	(256,049)	-	(256,049)
58DA	Youth & Sports Development TORBA	6,499,157	-	6,499,157	7,782,018	1,282,861	4,653,228	(1,845,929)	2,381,518	(4,117,639)
58DB	Youth & Sports Development SANMA	8,661,076	-	8,661,076	10,493,973	1,832,897	4,653,228	(4,007,848)	2,381,518	(6,279,558)
58DC	Youth & Sports Development MALAMPA	7,053,986	-	7,053,986	7,887,806	833,820	4,653,228	(2,400,758)	2,381,518	(4,672,468)
58DD	Youth & Sports Development PENAMA	6,897,687	-	6,897,687	8,146,480	1,248,793	4,493,228	(2,404,459)	2,381,518	(4,516,169)
58DE	Youth & Sports Development SHEFA	8,188,823	-	8,188,823	8,513,006	324,183	4,653,228	(3,535,595)	2,381,518	(5,807,305)
58DF	Youth & Sports Development TAFEA	11,224,361	-	11,224,361	11,361,271	136,910	5,899,567	(5,324,794)	3,169,137	(8,055,224)
58DG	Director Office	(2,330,310)	-	(2,330,310)	-	2,330,310	-	2,330,310	-	2,330,310
58DH	Youth & Sports Planning	-	-	-	-	-	-	-	-	-
58DI	Sports Development	-	-	-	-	-	-	-	-	-
58DJ	Sports Training & Cordination	3,128,276	-	3,128,276	3,025,644	(102,632)	1,196,340	(1,931,936)	776,080	(2,352,196)
58DK	Youth Empowerment	3,990,614	-	3,990,614	3,591,656	(398,958)	1,196,340	(2,794,274)	776,080	(3,214,534)
58DL	Youth Economic Equity & Empowerment	835,329	-	835,329	2,892,680	2,057,351	1,196,340	361,011	776,080	(59,249)
58EA	Vanuatu National Sports Authority	174,676,575	-	174,676,575	169,578,246	(5,098,329)	139,789,126	(34,887,449)	14,566,736	(160,109,839)
58EB	Vanuatu National Youth Council	(90,000)	-	(90,000)	-	90,000	-	90,000	-	90,000

58EC	Vanuatu National Youth Authority	30,000,000	-	30,000,000	30,000,000	-	30,000,000	-	10,000,000	(20,000,000)
58FA	Youth & Sport Development Fund	4,442,977	-	4,442,977	2,000,000	(2,442,977)	2,000,000	(2,442,977)		(4,442,977)
58	Department of Youth and Sport	282,999,139	0	282,999,139	295,532,183	12,533,044	211,060,668	-71,938,471	44,835,055	-238,164,084
84	Customary land management Office									
84AA	Customary land management Office	80,921,178	-	80,921,178	80,686,361	(234,817)	70,589,816	(10,331,362)	11,840,831	(69,080,347)
84	Customary land management Office	80,921,178	0	80,921,178	80,686,361	-234,817	70,589,816	-10,331,362	11,840,831	-69,080,347
85	Vanuatu Law Commission									
85AA	Vanuatu Law Commission	33,468,802	-	33,468,802	32,553,185	(915,617)	25,874,430	(7,594,372)	3,665,910	(29,802,892)
85	Vanuatu Law Commission	33,468,802	0	33,468,802	32,553,185	-915,617	25,874,430	-7,594,372	3,665,910	-29,802,892
M15	Ministry of Youth, Justice and Community Services	1,256,132,727	0	1,256,132,727	1,282,162,151	26,029,424	1,004,922,949	-251,209,778	123,157,597	-1,132,975,130
	REPORT TOTAL	1,256,132,727	0	1,256,132,727	1,282,162,151	26,029,424	1,004,922,949	-251,209,778	123,157,597	-1,132,975,130

d) Statement of Commitments & Contingencies

Table 37: Statement of Commitments & Contingencies

COMMITMENTS							
Description	Type of Commitment	Contract start date	Contract end date	Total Commitment Value	Amount due within 1 year	Amount due within 2-5 years	Amount due after 5 years
CLMO - Port Vila Office Rental	Long term accommodation leases	1-May-25	30-Oct-25	2,136,090	2,136,090		-
CLMO - Port Vila Office Rental	Long term accommodation leases	1-Nov-25	30-Apr-26	2,136,090	712,030	1,424,060	-
CLMO - Santo Office Rental	Long term accommodation leases	1-Jan-24	30-Dec-25	4,416,000	2,208,000	2,208,000	
CLMO - Tanna Office Rental	Long term accommodation leases	3-Nov-22	30-Dec-26	1,140,000	180,000	960,000	
CLMO - Malekula Office Rental	Long term accommodation leases	31-Jan-24	30-Dec-26	540,000	180,000	360,000	
CLMO - LEXIS NEXIS - Visual File	Long term accommodation leases	30-Jun-22	30-Dec-26	3,375,000	675,000	2,700,000	
DBKS - Essy Kill - Pest Control Tream	other Operating Contracts	4/1/2025	12/31/2025	450,000	450,000		
DBKS - Ex-Female Centre Rental (VSDP)	Long term accommodation leases	2/11/2025	2/28/2026	75,000	75,000		
Progress	Capital Works contractual commitments	5/20/2024	5/20/2026	404,246,213	404,246,213		
Total Commitments				9828180	5236120	3632060	0


CONTINGENT LIABILITIES		
Description	Type of Contingent Liability	Likely settlement amount
CLMO - Port Vila Office - January to December 2025	uncalled capital	929,764.00
CLMO - SANTO OFFICE ELECTRICITY - AUG - DEC 2025	uncalled capital	161,980.00
CLMO - Vodaphone Office phone Bill - Aug to Dec 2025	uncalled capital	809,639.00
CLMO - Digicel - Mifi phone-Penama office	uncalled capital	83,737.00
CLMO - Geogal Monthly fee	uncalled capital	51,520.00
CLMO - Essy Kill - June & Nov - Pest Control Treatment	uncalled capital	79,000.00
CLMO - Ricoh - Printing - Sept - Dec 2025	uncalled capital	367,922.00
DBKS - UNELCO - Electricity Bill	Other	800,000
DBKS - Cargo Traders - Uniform Port Vila & Santo (Shoes)	Uncalled Capital	103,222
DBKS - Vanpower in the Provinces	Other	150,000
DBKS - O/S Severance Payment for resigned & Terminated Officers	Other	17,274,459
DBKS - VUI - Electricity Bill	Other	400,000
Total Contingent Liability		929764

Notes on Commitment types:
 Commitments should be classified as:
 1. Long term accommodation leases
 2. Long term support contracts
 3. Other operating leases
 4. Capital works contractual commitments
 5. Other

CONTINGENT ASSETS		
Description	Type of Contingent Assets	Likely settlement amount
Total Contingent Assets		0

Notes on Contingency types:
Contingent liabilities should be classified as:
 1. guarantees and indemnities,
 2. legal disputes and claims against the Government,
 3. uncalled capital
 4. Other
Contingent assets should be classified as:
 1. legal disputes or claims that the Government has against another entity
 2. disputed penalties or loans to other entities

I certify that this statement represents a full and complete list of commitments and contingencies that I am aware of for my Ministry as at the date indicated.

Signed: 

e) Revenue

The Ministry was able to collect revenue from Customary Land Management Office. With a budget allocation of Three Hundred Thousand Vatu (VT 300,000) the budget actual received by year end 31s December 2025 exceeds at 35%. Other revenue collect is from Asset Disposal and other recoveries is makes up 1% of the total revenue received from the Ministry.

Table 38: MYJCS Revenue

2025 Revenue Detail Report				
Account	Description	Actual	Budget	Variance
7NDT	Other Asset Disposals	2,900	0	2,900
7NFO	Other Fees	467,771	300,000	167,771
7NOO	Other Recoveries	3,000	0	3,000
	Total Revenue and Receipts	473,671	300,000	173,671

DEVELOPMENT PROJECTS

Table 39: MYJCS Development Projects

Activity	Implementing Agency	Donor	Period	Capital	Actual	Remaining	Comment
MJCS Delegation Attend Universal Periodic Review Report	MJAB - Corporate Service Unit (CSU)	Vanuatu Government	3 Months	3,500,000	3,500,000	-	Completed
Roll over 2024 NPP - Port Vila Centre Construction	MJCA - Department Of Correction Services	Vanuatu Government	1 Year	122,000,000		122,000,000	In Progress
Child Protection In Emergency (CPIE)	MJAB - Corporate Service Unit (CSU)	UNICEF	3 Months	9,230,950	7,836,530	1,394,420	In Progress
Support Tanna Correctional Centre + Probation Workshop	MJCA - Department Of Correction Services	New Zealand	1 Year	4,488,750	1,584,209	2,904,541	In Progress
Support Gender Protection + Policy Programs	MJAB - Department of Women's Affairs	New Zealand	1 Year	34,415,000	15,838,239	18,576,761	In Progress

Simple/Low Value Procurement

Table 40: Simple/Low Value Procurement

Ministry					MJYCS - 2025 Simple Procurement (Low Value)															Expenditure
Planning					Preparaion								Execution		Expenditure					
Fund	Dept	Progr	Activity	Cost Centre	Description of Purchase	Contract Type	Procurement Type	Procurement Value	Cash Flow Endorsed By DG	Specifications Approved By CSU	Tender Documents Approved By CSU	Draft Contract Approved By CSU	Advertise Opening	Advertise Closing	Proposals Evaluation	Recommendation to DG	DG Approval	Notification of Award / Signing of Contract	End Date of Contract	Actual Spending
2	300		MJAB	30AA	MJYCS Office Extension	RFQ	RFQ Works	5,000,000	VanGov	-	No	-	-	-	-	-	-	Not Carry out because of unavailability of funds	-	0
2	300		MJAB	30AA	MJYCS Office Equipment	RFQ	RFQ Goods	2,000,000	VanGov	Yes	-	Split procurement	-	-	-	-	Yes	Sharper Image and Computer World	-	1,974,000
4	300		MJAB	30AC	Procurement of Sanma MJYCS Provincial Office Vehicle	RFQ	RFQ Goods	6,000,000	UNICEF	-	No	-	-	-	-	-	-	Not Carry out because of unavailability of funds	-	0
2	300		MJAB	30AC/30AB	Sanma Office Rent	RFQ - Selective Procurement	Services	2,160,000	Van Gov	Yes	Yes	Yes	-	-	Complete	Yes	Yes	Dr Voccor	31/12/2025	2,160,000
2	300		MJAB	30AC/30AB	Tafea Office Rent	RFQ - Selective Procurement	Services	900,000	Van Gov	Yes	Yes	Yes	-	-	Complete	Yes	Yes	Lenakel Steevondoring	31/12/2025	900,000
2	250		MJCA	2501-2508	Procurement of New Computer Set for Correctional Department	RFQ	RFQ Goods	2,000,000	Van Gov	-	-	Split procurement	-	-	-	-	-	Computer World	-	1,675,995
2	250		MJCA	2504	Port Vila Correctional Centre Detainees Rations	RFQ	RFQ Goods	7,400,000	VanGov	-	-	Split procurement	-	-	-	-	-	Au Bon Marche/ Low Price / Chuan Store	-	6,700,000
2	250		MJCA	2502	Santo Correctional Centre Detainees Rations	RFQ	RFQ Goods	6,500,000	VanGov	-	-	Split procurement	-	-	-	-	-	Wong Sxe Sing, Sunshine	-	3,683,586
2	250		MJCA	2502/2505/250	Purchase of New Boots	RFQ	RFQ Goods	2,000,000	VanGov	-	-	Split procurement	-	-	-	-	-	Cargo Traders	-	1,531,080

2	250		MJCA	2501/2502/2503	HR Subsystem, Asset Subsystem and OMS Support and Maintenance	RFQ - Sole Source	RFQ Consult	4,650,000	VanGov	Yes	Contract	Yes	-	-	Complete	Yes	Yes	Paul Molu	May-26	2,325,000
2	250		MJCA	2501	Extension of current main Correctional Office	RFQ	RFQ Goods	6,000,000	VanGov	-	-	-	-	-	-	-	-	Not Carry out because of unavailability of funds	-	-
2	250		MJCA	2501	Demolition of Existing Centre at Stade and Tropical Aria	RFQ	RFQ Works	400,000,000	VanGov (RO)	Yes	Yes	Yes	Selective Procurement	-	Complete	Yes	Yes	Tulaet Project	Dec-26	
2	250		MJCA	2505	Rongorongo Land Clearance	RFQ	RFQ Works	3,000,000	VanGov	-	-	-	-	-	-	-	-	Carry over to 2026	-	-
2	250		MJCA	2505	Refit of Port Vila Remand and Medical Centre	RFQ	RFQ Goods	40,000,000	VanGov	-	-	-	-	-	-	-	-	-	-	-
2	250		MJCA	2501/2502	Replacement of Roofing at Mauria Centre	RFQ - Sole Source	RFQ Works	3000000	VanGov	Yes	Yes	Yes	-	-	Complete	Yes	Yes	China Jiangsu	Dec-26	9,625,072
2	840		MJDA	84AA	CLMO Retreat	RFQ	RFQ Services	2,000,000	VanGov	Yes	Yes	No	No	No	Yes	Yes	Beachfront Resort	2025	2,097,100	
2	840		MJDA	84AA	Office Printing	RFQ	RFQ Services	2,000,000	VanGov	No	No	No	No	No	No	No	Ricoh	Oct-25	2,553,732	
2	840		MJDA	84AA	CLMO Office Rent Sanma	RFQ	RFQ Services	4,200,000	VanGov	No	No	No	No	No	No	No	SZE SING STORE	Oct-25	1,652,000	
2	840		MJDA	84AA	CLMO Office Rent Sanma	RFQ	RFQ Services	4,200,000	VanGov	No	No	No	No	No	No	No	Island Property	Apr-26	3,204,135	
2	580		MJOA	58EA	Construction of 2 new Cafeteria at Korman and NFEC	RFQ	RFQ Works	3,500,000	VanGov	-	-	-	-	-	-	-	-	-	-	11,189,905
2	580		MJOA	Grant	Procurement of sports equipment for 6 Provinces	RFQ	RFQ Goods	3,500,000	VanGov	-	-	-	-	-	-	-	-	-	Not Carry out because of unavailability of funds	-
2	580		MJOA	Grant	Stationaries and Utilities	RFQ	RFQ Goods	2,000,000	VanGov	-	-	-	-	-	-	-	-	-	-	16,185,127
2	580		MJOA	Grant	Participate in Provincial, Regional & International Sports Events	RFQ		7,000,000	VanGov	-	-	-	-	-	-	-	-	-	Not Carry out because of unavailability of funds	-
2	80		-	Grant	Construction of New Penama DWA Office	RFQ		9,900,000	VanGov	-	-	-	-	-	-	-	-	-	Not Carry out because of unavailability of funds	-

Complex/High Value Procurement

Table 41: Complex/High Value Procurement

Ministry					MIYCS – 2025 Complex Procurement (High Value)														Expenditure								
Fund	Dept	Progr	Activity	Cost Centre	Planning				Preparation										Actual Spending								
					Description of Purchase	Contract Type	Procurement Type	Procurement Value	Cash Flow Endorsed (OC-F&M)	TEPP Approved (CR)	TIC Approved	Tender Specifications Approved (CR)	Tender Documents Approved (CR)	Contract (Attorney/Approved General / CR)	Draft Advertis	Open Tenders	Evaluate tenders / Proposals	Recommendation to COM		Ministers Submission	Tabled in COM by MoC/T	COM Approval	Notification of Award				
2	300		MJAB	30AA	MIYCS Office Rent	RFT	RFT Services	12,696,000	VanGov	Yes	Yes	Yes	Yes	Yes							Completed				No due to RFQ Threshold change from 10,000,000 to 30,000,000 on Sept 2026	Quick Solution	12,696,000
2	300		MJAB	30AA	MIYCS New Office Space	RFT	RFT Goods	300,000,000	VanGov	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2	250		MJCA	2508	Procurement of New Vehicle for Nakuyen Correctional Center, Santo 1 lancruiser, Vila 1 lancruiser + 1 Toyota Hiace Bus	RFT	RFT Goods	13,000,000	VanGov Recovery Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	No due to RFQ Threshold change from 10,000,000 to 30,000,000	Asco Motor	16,168,293
2	580		MJMB	Grant	MSG Prime Minister Cup	RFT		14,000,000	VanGov	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,948,487
2	580		MJMB	Grant	Area Games	RFT		20,000,000	VanGov	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	12,724,000
2	580		-	Grant	Vanuatu to Participate in Palau Mini Game	RFT		15,000,000	VanGov	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	40,389,156
2	580		-	Grant	Vanuatu to Host National Game	RFT		22,000,000	VanGov	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Not Carry out because of unavailability of funds
2	580		-	Grant	Organize the National School Games	RFT		23,000,000	VanGov	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Not Carry out because of unavailability of funds
2	580		-	Grant	Vanuatu to have a team for the Commonwealth Youth Games	RFT		16,000,000	VanGov	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Not Carry out because of unavailability of funds
2	580		-	Grant	Port Vila School Leagues for soccer, volleyball, Basketball, Table Tennis and Boxing	RFT		10,000,000	VanGov	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Not Carry out because of unavailability of funds
2	580		-	Grant	Provincial Games	RFT		72,000,000	VanGov	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Not Carry out because of unavailability of funds
2	580		-	Grant	Construction of 6 New multipurpose courts around Vanuatu	RFT	RFT Works	80,000,000	VanGov	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	51,563,326
2	580		-	Grant	Permanent Fencing of Lamenu Stadium and Chapui Stadium	RFT	RFT Works	30,000,000	VanGov	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Not Carry out because of unavailability of funds
2	580		-	Grant	Renovation of Korman Stadium K1 & K2	RFT	RFT Works	300,000,000	VanGov	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Not Carry out because of unavailability of funds

STATUTORY AUTHORITIES

The Ministry of Youth, Justice and Community Services works with and supports Statutory Bodies/Agencies in the Sector are;

- Customary Land Management Office - Reports are presented above
- Vanuatu Law Commission – Reports presented above
- State Law Office – Reports under PMO
- Office of the Land Ombudsman – Report presented above
- Vanuatu National Cultural Centre – Reports not usually provided to MYJCS
- Vanuatu National Youth Authority - Reports are presented above
- Vanuatu National Sports Authority - Reports are presented above

NON-STATUTORY AUTHORITIES

The Ministry of Youth, Justice and Community Services works with and supports Constitutional Bodies/Agencies in the Sector are;

- Judiciary – Reports not usually provided to MYJCS
- Public Solicitors office - Reports not usually provided to MYJCS
- Public Prosecutors office - Reports not usually provided to MYJCS
- Malvatumauri Council of Chiefs - Reports not usually provided to MYJCS
- Office of the Ombudsman - Reports not usually provided to MYJCS

REPORTS BY THE AUDITOR GENERAL

The 2025 MYJCS Annual Report does not contain any report from the Auditor General as there had not been any audits undertaken by the Office of the Auditor General for the MYJCS.

COMMENTS BY THE OMBUDSMAN

The 2025 MYJCS Annual Report does not contain any comments from the Ombudsman as there had not been any investigation undertaken by the Office of the Ombudsman for the MYJCS.

RIGHT TO INFORMATION

If requests have been received under the Right to Information Act, these should be listed in tabular form.

DECISIONS OF COURTS

Below is list of Related court case in which the court has deliberate on as of 2025

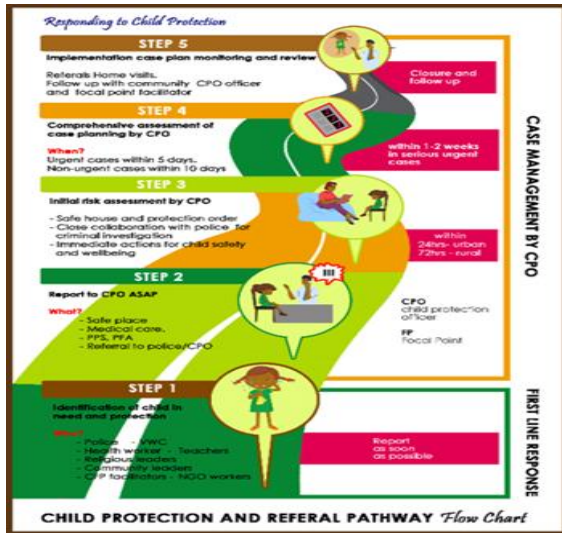
Table 42: 2025 Court Decisions

Claimant	Defendant	Case	Judgment and Date	Source
Stepson Ruben	John Nalwang – NC CLMO	Judicial Review - Case No. 24/125 SC/JUDR	Therefore, I decline to hear the claim and it is struck out. 27 January 2025	Courts
Poita Kasiken	John Nalwang – NC CLMO	Judicial Review Case No. 24/493 SC/JUDR	The First and Second Defendants are to pay the Claimant's costs of this proceeding on the standard basis as agreed or taxed. 27 January 2025	Courts
Richard Timothy Silhapath	National Coordinator of the Custom Land Management Office	Judicial Review Case No. 24/1966 SC/JUDR	Accordingly, the Claimants are to file and serve application for restraining orders and/or stay of the green certificate by 4pm on 8 April 2025. The Defendants are to file and serve submissions in response by 4pm on 22 April 2025. 11th March 2025	Courts
CHIEF SILU MALASIKOTO & FAMILY	John Nalwang – NC CLMO	Judicial Review Case No. 24/2078 SC/JUDR	The Claimant's claim fails in its entirety and is dismissed. In the circumstances of this case there will be no order as to costs. Each party will bear their own costs. 13th March 2025	Courts
Family Albert, Family Sandy, Family Bob and Rutau	John Nalwang – NC CLMO	Judicial Review Case No. 24/2232 SC/JUDR	I decline to hear this claim further and order that it be struck out. 6 March 2025	Courts
Malasikoto Family	Damien Boe – NC CLMO	Civil Case No. 25/3208 SC/CIVL	I order that they pay the claimant's costs of the application on the standard basis, to be agreed or taxed. 13th November 2025	Courts

COMPLAINTS MECHANISM

The MYJCS did not develop or provide any mechanism for clients and stakeholders to provide feedback on the operation of the Ministry in 2025, both from within and outside of the public service. However, agencies directly under the MYJCS that receive client complaints are the Office of the Land Ombudsman, the Customary Land Management Office and the National Human Rights through the Child and Disability Desks.

Customary Land Management Office: Develops and implements culturally acceptable dispute resolution tools in Vanuatu with the Malvatumauri National Council of Chiefs to minimize and control land disputes. The agency has a complaint mechanism established and collects all complaints for processing



National Child Desk: Strengthening national planning, integrating the international goals (United Nations Convention on the Rights of the Child), developing a system of protection of children and support community efforts to prevent child abuse. Therefore, a referral pathway is Establish within the office of the National Child Desk Coordinator and implemented in all 6 provinces through the Child Desk Protection and Compliance officer.

Figure 9 Child Protection Referral Pathways

Office of the Land Ombudsman: The primary function of the Land Ombudsman is to act as ‘Watch-dog’ in dealing with complaints from complainants regarding issues pertaining to rural land leases that are being processed for approval by the Minister of Lands and Natural Resources.

EQUITY

The Ministry of Youth, Justice and Community Services through the implementation of the three important cross-cutting policies; *The National Gender Equality Policy*, the *National Child Protection Policy* and the *National Disability Inclusion and Development Policy* continue to promote and ensure issues of inclusion, equity, equality, access and participation are at the forefront of how we work across the different environments and partnerships that we work with.

CAPITAL EXPENDITURE

Please refer to the overall MYJCS financial report for 2025 about and the report of Development Project including the Low and High Value Procurement report above.

FRAUD CONTROL

No reports from MYJCS for 2025.



CONTACT INFORMATION

The Production of this report is the result of coordinated actions by teams within Ministry agencies and led by the Corporate Service Unit of the Ministry of Youth, Justice and Community services.

For enquiries or comments on this report, please contact: MYJCS – CSU Phone: 33615

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