

OFFICE OF THE
PUBLIC SERVICE COMMISSION

2024 ANNUAL REPORT





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Chairman's Statement

Welcome!

It is with great pride and a strong sense of responsibility that I present the Public Service Commission's Annual Report for 2024. This year has seen significant progress in strengthening the public service and enhancing its ability to deliver essential services across all six provinces of Vanuatu.

As we reflect on our achievements, we are reminded of the guiding principle in Article 59 (1) of the Constitution: *"Public servants owe their allegiance to the Constitution and to the people of Vanuatu."* This principle continues to be the foundation of our work, and it has guided every initiative and reform undertaken this year.

A key milestone this year was the comprehensive review of the Public Service Act, which has resulted in an updated framework designed to better meet the needs of Vanuatu. Additionally, we launched the Public Service Staff Regulation Manual (PSSRM), an important policy for improving performance management and accountability across the public service. These efforts, along with our work to strengthen the corporate services of Provincial Councils, have enhanced the overall governance structure, making it more efficient and responsive to the needs of our communities.

We are incredibly grateful for the continued support of our regional partners and stakeholders, whose collaboration were essential in driving these reforms. Moving forward, we remain committed to building a public service that is effective, inclusive, fit for purpose and dedicated to serving the people of Vanuatu. Above all, we acknowledge the Almighty God for the provision of his guidance, blessings, and the strength to continue our work in serving the people of Vanuatu.

Together, we will continue to ensure that our public service remains a key driver of Vanuatu's progress and prosperity.

Yours, Faithfully,

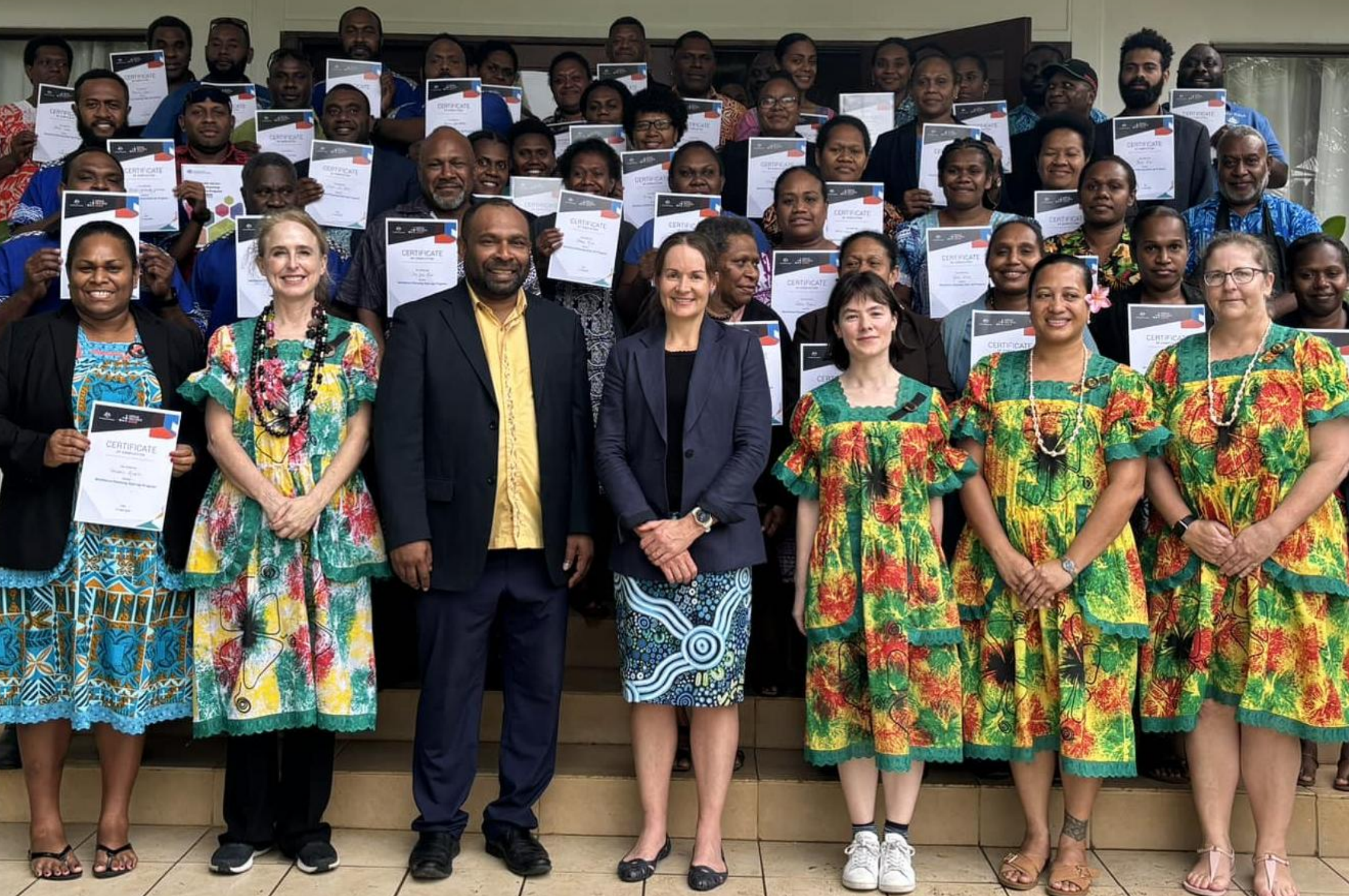


Mr. Martin Raoul MAHE
Chairman,
Public Service Commission



*"Public servants owe their
allegiance to the
Constitution and to the
people of Vanuatu."*

~Article 59 (1) of the Constitution~



Secretary's Statement

Greetings!

The primary focus of the Public Service in year 2024 was to strengthen its legislations and internal policies to give effect to the overall performance of each Ministry and public servants serving within those ministries, whether at the head offices or as field officers in different island of Vanuatu.

First, through the funding of South Pacific Community, the OPSC reviewed the Public Service Act and the Public Service Staff Manual which was launched in March 2024. The inclusion of the new Chapter 10 in the Public Service Staff Manual focuses on improving the performance management, establishing clear metrics and processes for evaluating and verifying Senior Executive Officers' performance including their subordinates.

To compliment this, the establishment of the Innovation and Policy Development Unit (IPDU) was useful encouraging innovation and provision of evidence-based policy directions within the public service. This unit initiated and supported the implementation of innovative solutions to improve visibility on performances against agreed plans.

Furthermore, the OPSC continued to support Provincial Government to strengthen their corporate structures as its commitment to bringing the government services closer to the people. As a result, a draft decentralization structure was developed pending trial from the identified ministries to devolve senior roles to the provinces and a state land secured for the construction of the Prime Minister's Office and Public Service Complex to house different government departments that are renting on private properties.

The Vanuatu Public Service also gained recognition when Mr. Martin Raoul Mahe, Chairman of the Public Service, was elected Chair of the Regional Public Service (FALE), highlighting Vanuatu's leadership in promoting good governance and regional cooperation.

These achievements reflect our unwavering commitment to improving the public service for Vanuatu's citizens. As Dr. Gordon de Brouwer PSM of the Australian Public Service Commission, aptly put it, "Being a Public Servant is a noble profession." Therefore, every public servant should take pride in their profession to show the spirit of patriotism and serve everyone fairly in accordance with the laws.

Lastly, I take this opportunity to acknowledge the outgoing Acting Secretary of the Public Service Commission; Mr. Jonathan Iavere, and the unwavering support from OPSC Managers and staff for a challenging yet successful year 2024.

Sincerely,

Mr. Stephane BONG

Acting Secretary,

Office of the Public Service Commission



"Being a Public Servant is a noble profession"

~ Dr. Gordon de Brouwer PSM – Australian Public Service (APS) Commissioner ~

1.0 CORPORATE STRUCTURE

1.1 LEGAL MANDATE

The Public Service Commission is a Constitutional body established by Article 60 of the Constitution. This Article provides that the Public Service Commission shall be responsible for the appointment and promotion of public servants, and the selection of those to undergo training courses in Vanuatu or overseas. For such purposes it may organize competitive examinations; the Commission shall also be responsible for the discipline of public service staff; the Commission shall have no authority over the members of the judiciary, the armed forces, the police, and the teaching services; and the Commission shall not be subject to the direction or control of any other person or body in the exercise of its functions.

Major functions of the Commission include:

- to provide policy advice to Government on matters relating to the efficiency and effectiveness of the Public Service and in human resource development.
- the appointment and promotion of employees on merit.
- the resolution of employment disputes and discipline of employees in accordance with the PSC Act.
- to promote the code of conduct in Part 5 of the PSC Act.
- coordinating and providing training programs in Vanuatu for, and assisting with, the training of employees.

- to provide guidelines to Director Generals, Directors and to the Public Service in managing or developing employees in good employer systems and obligations.
- to ensure the observance of the rule of law in public affairs.
- to ensure compliance with and be responsible for the administration of the Public Service Act.
- to set targets for the delivery of services by the Commission.
- to provide regular reports in writing to the Minister on the performance of the Commission.

In carrying out its functions, the Commission must have regard to the policies of the Government, its independence, not be subject to the direction or control of any other person or body and have regard to its obligation to act as a 'good employer'. The Commission's duty to act as a good employer includes to ensure the fair and proper treatment of employees in all aspects of their employment; require the selection of persons for appointments and promotion to be based upon merit; promote good and safe working conditions; encourage the enhancement of the abilities of individual employees; and promote and encourage an equal opportunities Programme.



VISION

“Fostering a dynamic public sector with good governance principles and strong institutions delivering lawful, quality, innovative, inclusive, and sustainable public services and support expected by all citizens of Vanuatu”

MISSION

“Providing outstanding human resource management and development services to the Public Service Workforce by supporting the Public Service and the Government through the provision of high-quality public administration and management policy advice, and best practice guidelines that produce impacts of value to the citizens of Vanuatu and ensuring the professionalism, integrity, and effectiveness of the Public Service always”

1.2. ORGANIZATIONAL STRUCTURE

The OPSC organizational structure comprises seven units:

1. **Corporate Services Unit (CSU):** The Unit is responsible for the managing the operational activities and provide administrative and secretariat support services to the Commission, OPSC, and the Disciplinary Board to perform their functions effectively and efficiently.
2. **Human Resource Management Unit (HRM):** is responsible for assisting Government line agencies by developing sound Human Resource systems, models, policies, processes, procedures, and practices for managing human resources and to improve individual performance in the Vanuatu Public Service.
3. **Organizational Development Unit (ODU):** Has the responsibility for assisting line agencies improve their organizational performance through planning, restructuring, organizational performance assessment & monitoring and reporting.
4. **Human Resource Development Unit (HRDU – also known as Vanuatu Institute of Public Administration and Management (VIPAM):** To develop the capacity of public service staff at all levels by providing training and other learning and development opportunities to assist in developing staff technical knowledge, skills, and attributes to perform their responsibilities effectively and efficiently.
5. **Compliance Unit:** To assist Public Service Chairman and Commission, PSC Secretary, Public Service Disciplinary Board and Office of the Public Service Commission staff to perform their functions according to the legal requirements of the Public Service Act and Public Service Staff Manual and in accordance with other related rule of law.
6. **Fleet and Housing Unit:** To manage and administer the operations of the Government's Fleet and Housing assets through the development and implementation of sound fleet and housing policies, procedures, and practices.
7. **Innovation and Policy development unit (IPDU):** Established to ensure that specific policies are developed to effectively and efficiently manage the country's public sector Human Resources and their development of their skills to address gaps in our Human resource market.

The graphic below illustrates an overview of the OPSC organizational structure that was amended straight after the roll out of the new Government Remuneration Tribunal determination, effective on the 01st December 2024.

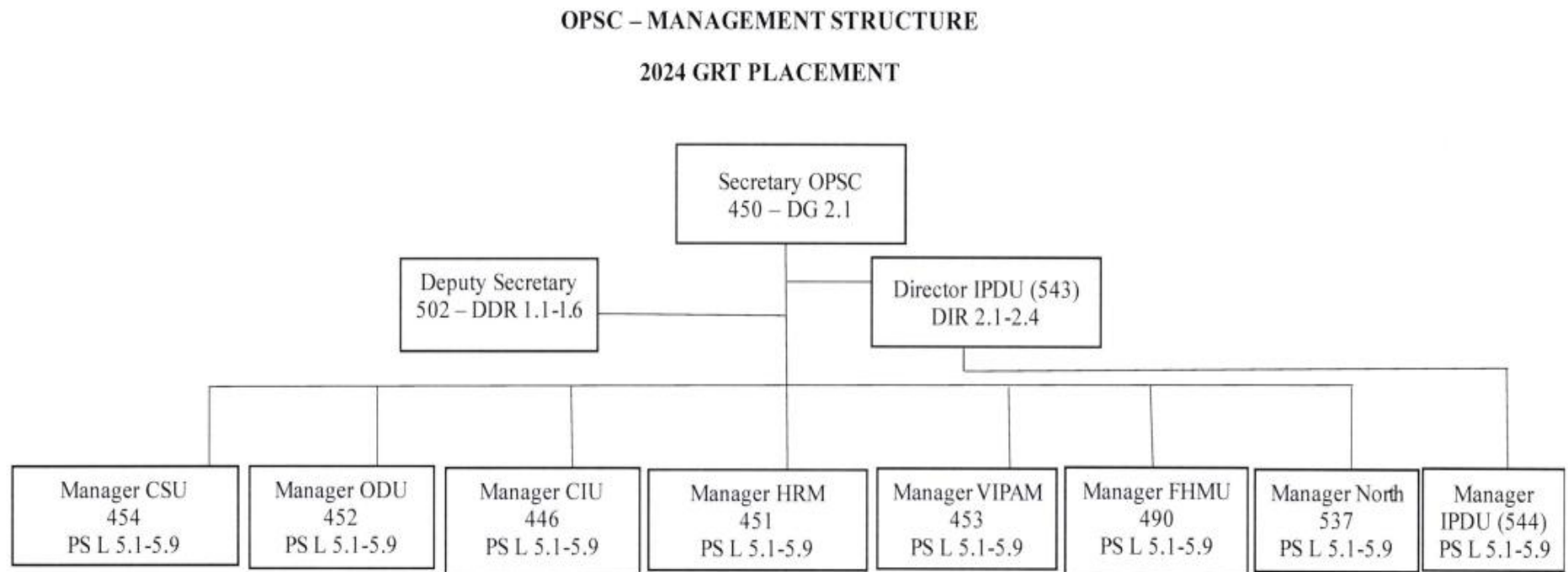


Figure 1: OPSC Management Organizational Chart 2024



1.3. STAFFING

The Office of the Public Service Commission has a total of 7 functional Units. The current structure consists of 94 positions of which 62% are occupied and 37.2 % are still vacant. It is important to note that the positions occupied are mostly permanent with only 1 officer on probation.

Graph 1 below shows the distribution of OPSC staff by Units and from different employment Status.

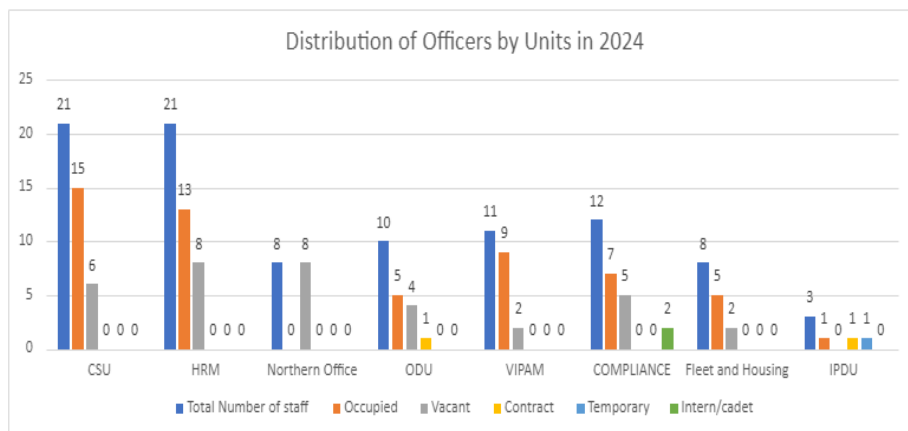


Figure 3: Distribution of OPSC Officers by Units

The Public Service Commission fully supports the decentralization policy of the Government for bringing its services to the people in all remote villages and communities of our Provinces. As an outcome of this broad objective, the OPSC has its presence in all 6 provinces of Vanuatu with one officer each serving in Torba, Sanma, Penama, Malampa and Tafea Provincial headquarters.

The graph below shows the distribution of OPSC officers by gender.

As of December 2024, there are 30 female officers and 28 male officers serving at the OPSC.

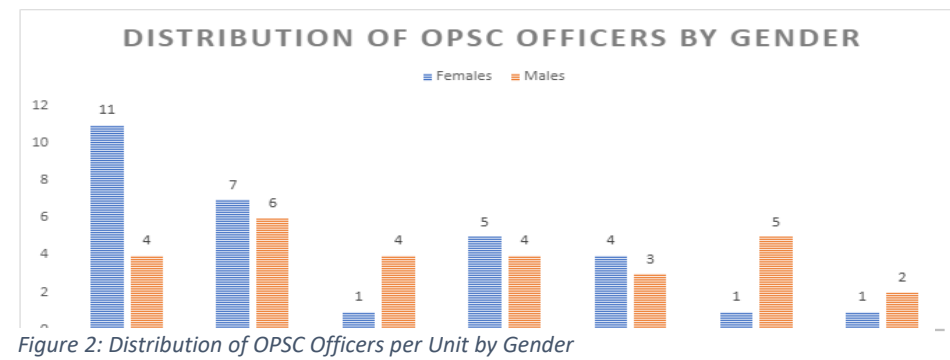


Figure 2: Distribution of OPSC Officers per Unit by Gender

The Commission highly values diversity in the workplace therefore engages officers originated from different islands of Vanuatu, speaking both French and English and both genders occupying the Senior Management Level.

Article 03 of the Constitution of the Vanuatu also recognize the use of 3 official Languages: English, French and Bislama. The next graph below illustrates the officer's language of formal education spoken and written including Bislama which is spoken every day at work. However, Officers who attended formal education on a specific language also has some notion on the other languages. Hence, most officers are trilingual or multilingual just because of our vernacular languages.

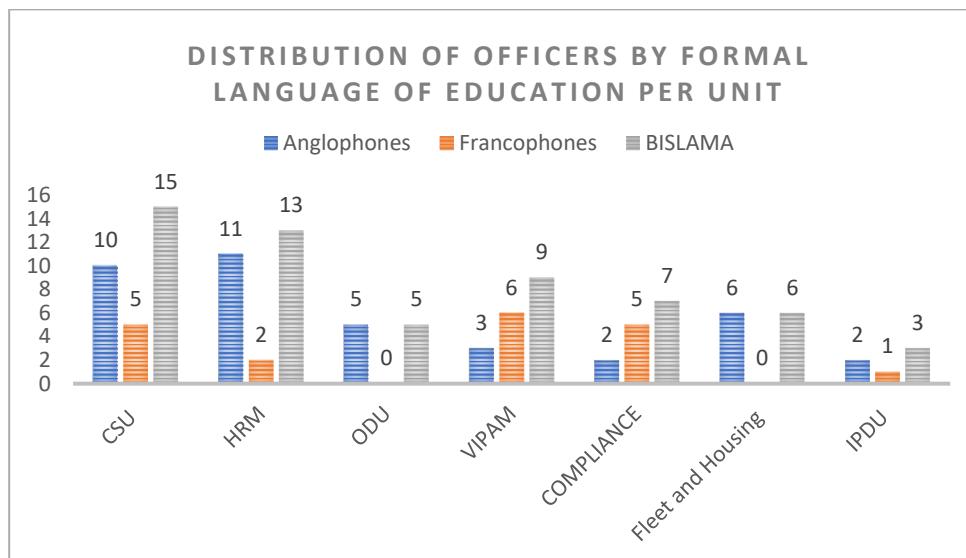


Figure 4: Distribution of OPSC Officers by Language of Formal Education by Units

During quarter 4 2024, two officers resigned from OPSC: the Manager responsible for VIPAM in November and the Senior Provincial HRO for Tafea Province in December. Internal arrangements were made immediately for officers to assume the role of these important positions on acting basis. Furthermore, the Commission permanently transferred 2 officers in 2024 to other Government Department and made 2 temporary transfers for 2 OPSC officers (Senior Provincial HRO Torba and Sanma).



2.0 CORPORATE OVERVIEW

2.1. Report Against Relevant Corporate Plan Objectives

1.1 CORPORATE SERVICE UNIT			
CP Objective	CP Activity	CP Service Target (2025)	STATUS BY 2024
1.1 Manager the operational activities and provide secretariate support to the Office of the Public Service Commission, and the Commission to perform their functions properly, effectively and efficiently	1.1.1 Strengthening OPSC	1.1.1.1 Structure reviewed and approved	100 % Achieved Over PSC Structure approved in 2022 in line with the Corporate Plan 2022-2025 Minor amendment in 2023/2024 (newly established IPDU)
		1.1.1.2. 100% of Positions filled	61 % Position filled
		1.1.1.3. Number of OPSC capacity building program	34 Trainings attended (Short Term and LongTerm Trainings)
	1.1.2 Ensuring effective and efficient Office Management and Administration	1.1.2.1 Financial management systems and guidelines developed and implemented.	50 % Achieved
		1.1.2.2. Staff welfare policy enforced	100 % Achieved (PSSRM)
		1.1.2.3 Public relations improved	60 % Achieved 1 Senior Comms officer Recruited Monthly Newsletter and press releases produced and advertised
		1.1.2.4 Records Management policy developed and implemented.	80 % Achieved. Draft completed and validated by the Senior Management pending Commission's endorsement
		1.1.2.5 Secretariat support services to the commission	100 % Achieved
		1.1.2.6 Communication Strategy developed and implemented	20 % Achieved Still in draft stage
		1.1.2.7 HRMIS effective utilized	10 % Achieved HRMIS designed pending financial support from the Government to develop the system

		1.1.2.8 Robust filing system updated and upgraded	90 % Achieved
		1.1.2.9 Outgoing mails delivered in timely manner	100 % Achieved
	1.1.3 Effective Coordination of planning and reporting	1.1.3.1. Reports and Plans completed in a timely manner	100% Achieved
		1.1.3.2. Brief provided to Prime Minister Office when required	100% Achieved
		1.1.3.3 OPSC Corporate Plan Reviewed	10 % Achieved
		1.1.3.4 Business Plan Reviewed	100% Achieved
		1.1.3.5 OPSC Quarterly, Half-yearly, annual report completed in a timely manner	50 % Achieved Annual Reports are produced but still face challenge to keep up to dates with quarterly reports.
	1.1.4 Budget Management	1.1.4.1. Effective and efficient management Annual	90 % Achieved
		1.1.4.2. Budget completed before the budget submission date.	100% Achieved
		1.1.4.3 NPP and supplementary budget completed before submission dateline	100% Achieved
		1.1.4.4 Regular financial analysis report provided to managers	50% Achieved
		1.1.4.5 Annual expenditure report completed	100 % Achieved
	1.1.5 Coordination of OPSC decentralization Plan	1.1.5.1 Number of OPSC Functions decentralized.	100% Achieved Northern Structure created but No budget allocated from MBC
		1.1.5.2 Human, financial and physical resources secured	67 % Achieved
		1.1.5.3 Office space secured	100% Achieved
		1.1.5.4 Staff Housing secured	60 % Achieved

			Housing secured for 3 provincial officers only but not in good conditions
	1.1.6 Management of OPSC Events	1.1.6.1. Annual Public Service Day Organized	100% Achieved
		1.1.6.2 Number of Senior Executive Retreat organized	Not Achieved in 2024 due to earthquake
		1.1.6.3 Number of Commission Meeting outside of Port Vila	100 % Achieved
		1.1.6.4 Number Openings of Provincial OPSC Offices	100% Achieved
		1.1.6.5 Number International and Regional Public Service Commissioners Meeting attended.	100 % Achieved

1.2. HUMAN RESOURCE MANAGEMENT UNIT			
CP Objective	CP Activity	CP Service Target (2025)	STATUS BY 2024
2.1 Provide effective and efficient human resource management services to line agencies in recruitment and selection	2.1.1 Strengthening of recruitment and selection policy	2.1.1.1 Recruitment and selection processes reviewed. Recruitment Panel Guideline finalised. Number of Training and Awareness of recruitment and selection policies	80 % Achieved Recruitment and Selection guideline drafted to give effect to PSSRM and training conducted in 4 provinces
2.2 Provide a quality standard and efficient human resource management services to line agencies in cessation of employment	2.2.1 Coordinating review of cessation policy	2.2.1.1 Number of Consultations	100% Achieved
		2.2.1.2 Policy reviewed and approved	As stated in the PSSRM
		2.2.1.3 Number of awareness on implementation of review policy	
	2.2.2 Collaborating with relevant organization to establish a database for qualified and skilful public servants	2.2.2.1 Number of Consultations	100% Achieved
		2.2.2.2 Policy developed	Pool of expert can be access through the OPSC Website
		2.2.2.3 Launching of Policy	
		2.2.2.4 Number of awareness for implementation of policy	

	2.2.3 Overseeing the establishment of a succession planning policy for key positions of the Public Service	2.2.3.1 Number of consultations	Not Achieved
		2.2.3.2 Policy developed	
		2.2.3.3 Launching of Policy	
		2.2.3.4 Number of awareness for implementation of policy	
2.3 Provide professional advice and quality human resource management to line agencies in benefits and allowances & entitlement.	2.3.1. Coordinating the review of benefits, allowances & entitlement policy	2.3.1.1 Number of consultations	100 % Achieved Most benefits and allowances are covered in the revised PSSRM.
		2.3.1.2 Benefits, allowances and entitlements are reviewed for subordinates & SEOs	
		2.3.1.3. Number of circular/ Awareness on reviewed policy of benefits etc.	
	2.3.2. Providing consistent advice on benefits, allowances & entitlements of the PS	2.3.2.1. Number of training or induction for HRM and OPSC staff	100% Achieved
		2.3.2.2. Common data base for accessing information regarding changes or reviewed allowances, benefits and entitlements	100% Achieved
2.4. Provide human resource related training and strengthen PS human Resource network.	2.4.1. Managing OPSC and Line Ministries HRs Staff Capacity Building	2.4.1.1. Number of basic HRs trainings conducted	Over 100 trainings for HR in the past 4 years
		2.4.1.2 Number of PSC submission trainings Conducted	
	2.4.2. Strengthening PS Human Resource Network	2.4.1.3. PS Human resource Network charter reviewed and endorsed by PSC	100 % Achieved
		2.4.1.4. Number of new initiatives on improving public service HRMs system (submission templates, practices, guidelines, policies etc.)	2 initiatives implemented
		2.4.2.4 Number of meetings to discuss HRs common issues and agreed way forward	30 meetings for HROs Conducted
2.5. Review policies of individual performance management to enhance a performance oriented public service and provide a quality standard and efficient	2.5.1. Coordinating the review of individual Performance Management Policy	2.5.1.1. Performance Management policy Reviewed	100% Achieved Chapter 10 of the PSSRM
		2.5.1.2. Number of awareness	20 + Awareness's conducted to Government Ministries and Departments
		2.5.1.3. 100% better management of staff performance	40 % Achieved Major shortfall from Ministry Levels
		2.5.1.4. Clear feedback mechanism through HRMIS	Not Achieved because of delay in establishment of HRMIS

human resource management services to line agencies in individual Performances		2.5.1.5. 100 % of staffs award and recognition	100 % Achieved
2.6. 1.Provide a quality standard and efficient human resource management services to line agencies in employment contract managements for SEOs	6.1.1 Establishing and providing clear policy for the recruitment, contract and monitoring of SEO's performance	6.1.1.1 Existing recruitment selection policy reviewed to reflect SEO recruitment requirement	100% Achieved
		6.1.1.2 Clear SEO's contract guideline	100% Achieved
		6.1.1.3 Clear SEO's monitoring and performance guideline	100 % Achieved
		6.1.1.4 SEOs disciplinary process reviewed	100% Achieved
		6.1.1.5. Management process for SEO disciplinary issues developed	50 % Achieved Some SEOs disciplinary cases taking too long
1.3. PERFORMANCE IMPROVEMENT UNIT (PIU)			
CP Objective	CP Activity	CP Service Target (2025)	
3.1. Support and strengthen the capacity for planning and reporting operation of line Ministries and Departments	3.1.1. Overseeing planning and reporting for improved service delivery.	3.1.1.1. Number of Ministries Corporate Plans that has strongly alignment with NSDP	14 Corporate Plans 13 Ministries and 1 OPSC
		3.1.1.2. Number of Annual reports submitted to PSC, DSPPAC and MFEM by 31 st March each year	20 Annual Reports Submitted 10/14 in 2022 10/14 in 2023
3.2. Create a conducive environment so SOEs and Statutory bodies can align themselves with government Planning and reporting guidelines.	3.2.1. Assisting in planning and reporting for improved service delivery.	3.2.1.1. Number of Consultations	19 Consultations Conducted
		3.2.1.2. COM paper developed.	2 COM Papers Developed (1 for Ministries assessment report and 1 for Requesting Financial support for Verification)

3.3. All political support staff role are clearly documented and aligned with the government planning	3.3.1. Formalizing the HRM systems of Cabinet of ministries	3.3.1.1. Number of Consultation for TOR	Not Achieved Activity outside of PSC jurisdiction
	3.3.1.2. Number of Analysis Undertaken		N/A
	3.3.1.3. COM paper developed		N/A
	3.3.1.4. Formalized TOR		N/A
3.4. Assess and strengthen institutional capacity to "Fit for purpose" through organizational planning. Support implementation of line agencies organizational structures and improve organizational performance.	3.4.1. Restructuring	3.4.1.1. Number of consultations with relevant officers & authorities	2024 – 1 Approved Structure (Livestock Dept.) 2023 – 12 Approved Structures (DARD, DCIR, Audit Office, Ports and Harbour, PWD, CSU MOIA, CSU MTTCNVB, Cooperative Dept., Citizenship Office, GRT, State Office and NSA) 2022 – 10 Approved Structures (OPSC, Biosecurity, CSU MFEM, CAAV, CRIM, Labour, VEO, Immigration, DWA & VAMU)
	3.4.1.2. Functional analysis undertaken		
	3.4.1.3. Number of revised structures		
	3.4.1.4. Number of approved structures		
3.5. Strengthen provincial structures, planning and reporting process	3.5.1. Providing support and advice on provincial government restructuring.	3.5.1.1. Number of consultations	10 Consultations Conducted 3 Consultations conducted with DGs and Directors 3 Conducted for MFEM, MTTCNVB & MALFFEB 4 Provincial Consultation undertaken
	3.5.1.2. Number of revised structures		
	3.5.1.3. Number of functional Analyses		
	3.5.1.4. Number of approved Structures		

1.4 VANUATU INSTITUTE OF PUBLIC ADMINISTRATION MANAGEMENT (VIPAM) UNIT			
CP Objective	CP Activity	CP Service Target (2025)	Status by 2024
4.1. increase professional competencies for public servants within line agencies.	4.1.1. Registering VIPAM as a PSET provider.	4.1.1.1. VIPAM is recognized as a PSET provider	Not Achieved In progress – Still working on VQA Board Recommendations
	4.1.2. Delivering accredited courses (AC)	4.1.2.1. Number of Accredited Courses	N/A
	4.1.3 Coordinating External Training	4.1.3.1. Number of trainings coordinated	2022 - 0 2023 - 1 CIDCA 2024 - 4 CIDCA
	4.1.4. Coordinating and monitoring long and short-term training.	4.1.4.1 Number of public servants undertaking long and short-term training in-line with NHRDP priorities	122 in 2022 69 in 2023 95 in 2024
		4.1.4.2 Number of awareness on long- and short-term training programs	2022 - 6 2023 - 6 2024 - 6
	4.1.5 Coordinating development programs (internship, Apprenticeship and Cadetship).	4.1.5.1 Number of placements made under the internship program.	2022 - 81 2023 - 90 2024 - 19
		4.1.5.2. Number placement made under Apprenticeship program.	2022 - 60 2023 - 73 2024 - 144
		4.1.5.3 Number placement made under Cadetship Program	Placement: 2022 - 57 2023 - 160 2024 - 118
		4.1.5.4 Number of awareness on development programs	2022 - 6 2023 - 7 2024 - 6
	4.1.6. Promoting strong partnership with stakeholders.	4.1.6.1 No of MOU signed	5 MOU signed (SILAG, NUV, Fiji Civil Service, Australia Public Service, New Zealand Public Service)
		4.1.6.2. Established relationships with stakeholders	100 Achieved (VQA, VSP, APTC, NUV, BOP, SILAG, Fiji Civil Service, APS, NZPS, VIT, USP, 13 Ministries)

4.2. Improve Training Facilities	4.2.1. Delivering non-accredited courses (NAC).	4.2.1.1 Number of non-Accredited Courses	2022 - 13 2023 - 20 2024 - 26
	4.2.2. Revamping VIPAM	4.2.2.1 Land Spaces Secured	100 % Achieved (Ex- Don Ken Residence)
		4.2.2.2 New building constructed	Not Achieved - GIP Approved but no funding
4.3. Improve training and Development Baseline Data	4.3.1 Improving data Registration system	4.3.1.1 Number of Non-Accredited Courses training attended	2022 - 263 2023 - 364 2024 - 212
		4.3.1.2 Number of inductions attended	2022 - 4 2023 - 9 2024 - 6
		4.3.1.3 Number of Accredited Courses training attended	N/A
		4.3.1.4 Number of public servants attending long and short-term training	2022 - 122 2023 - 152 2024 - 240
		4.3.1.5 Number of types of qualification	2022 VQF Level 4: 43 VQF Level 5: 4 VQF Level 7: 3 VQF Level 8: 1 VQF Level 9: 13 VQF Level 10: 2 2023 VQF Level 4: 50 VQF Level 5: 7 VQF Level 7: 5 VQF Level 8: 5 VQF Level 9: 11 VQF Level 10: 7 2024 VQF Level 4: 204 VQF Level 5: 4

			VQF Level 7: 16 VQF Level 8: 3 VQF Level 9: 13 VQF Level 10: 0
		4.3.1.6 Number of students attending work attachment	2022 - 57 2023 - 160 2024 - 118
		4.3.1.7 Number of students attending apprenticeship	2022 - 60 2023 - 73 2024 - 114
		4.3.1.8 Number of new graduates attending internship quarterly newsletter (publication)	2022 - 81 2023 - 90 2024 - 193
4.4. Provide Clear information to Commission through Submissions	4.4.1 Providing advice and clear recommendation to the Commission	4.4.1.1 Number of Submission to commission	Not Recorded
		4.4.1.2 Number of Decisions Actioned Effectively	Not Recorded
1.5 COMPLIANCE AND INVESTIGATION UNIT (CIU)			
CP Objective	CP Activity	CP Service Target (2025)	STATUS BY 2024
5.1 Provide effective and efficient Compliance Services to ensure ethical, accountable and responsive to Government line Agencies.	5.1.1. Public Service Act-Review [Cap246	5.1.1.1. Number of consultations conducted	1 wider Consultation from all 6 provinces conducted
		5.1.1.2. Drafting instruction completed, endorsed by PSC	100 % Achieved
		5.1.1.3. Submission of endorsed draft instruction to SLO	100 % Achieved
	5.1.2. Providing legal support to Commission	5.2.1.1. Effective management of Commission decisions	100 % Achieved
		5.2.1.2. Number of Submissions	150+ Submission prepared to the Commission
		5.2.1.3. Legal Advice	60 + Advice obtained from OAG
		5.2.1.4. 100% reduction of litigation claims	70 % Achieved
	5.1.3. Providing awareness program	5.3.1.1. 100% of the Public Servant are aware of the Public Service Act, and Leadership Code and Employment Act.	50 % Public Servants
	5.1.4. Supporting Administration	5.4.1.1. Effective/quality/timely work provided	100% Achieved

		5.4.1.2. Pending matters reduced by 25%	90 % Achieved
		5.4.1.3. Updated records management	100 % Achieved
	5.1.5. Managing Discipline	5.5.1.1. Number of Disciplinary Cases reduced annually compared to previous year	2020 – 7 cases 2021 – 13 cases 2022 – 15 cases 2023 – 11 cases 2024 – 9 cases
		5.5.1.2. Quality compliance assessment and submission	90 % Achieved Needs improvement
	5.1.6. Undertaking Investigation	5.6.1.1. Investigation guideline finalised	80 % Achieved
		5.6.1.2. Number of Investigation conducted in a professional and timely manner	70 % Achieved Need improvement
		5.6.1.3. Collaborative compliance operation Conducted	100% Achieved
		5.6.1.4. All standard reporting template developed	100% Achieved (PSSRM)
	5.1.7 Providing Instruction to SLO	5.7.1.1 Evidence Based Instruction provided	100% Achieved
		5.7.1.2 Effective and timely instruction to SLO	100% Achieved
		5.7.1.3 Effective management of cases	70 % Achieved (Absence of CMS, manager position vacant for too long)
	5.1.8 Producing Summary of court of appeal Judgements to inform interpretation, advice, instruction, resolution of issues, judgement and decision-making	5.8.1.1 Number of Employment related Civil Case Analysed and used for Advice.	15 Related civil cases
		5.8.1.2 Effective and updated interpretation of Public Service Act and other legislations.	100% Achieved
		5.8.1.3 Effective management of lawful instructions from commission decisions	100 % Achieved
		5.8.1.4 Effective management of ongoing issues	100 % Achieved
1.6. FLEET AND HOUSING MANAGEMENT UNIT			
CP Objective	CP Activity	CP Service Target (2025)	STATUS BY 2024
6.1 To manage and monitor the Government Vehicles and to provide secretariat support to the Office of the Public Service Commission, and the Commission to	6.1.1 Developing Fleet Management Policy	6.1.1.1 Number of consultations conducted	Not yet Started
		6.1.1.2 Policy drafting completed	50 % Completed
		6.1.1.3 Submission of endorsement to the Public Service Commission	Not Achieved
		6.1.2.1 Appointment of the FMC members	100 % Achieved
		6.1.2.2. Number of meetings	8 Meetings Held

perform their functions properly, effectively, and efficiently	6.1.2 Strengthening the functions of the Fleet management committee (FMC)	6.1.2.3. FMC functions reviewed	100 % Achieved
	6.1.3. Establishing a system to record Asset	6.1.3.1. HRMIS module developed	N/A
6.2 To manage and monitor the Government residential building and provide secretariat support to the Office of the Public Service Commission, and the Commission to perform their functions properly, effectively, and efficiently	6.1.3. Establishing a system to record Asset	6.1.3.2. Quarterly report provided for housing and fleet	Not Achieved
		6.1.3.3. Complaint reduced	Unknown
		6.1.3.4. Maintain communication	100 % Achieved
	6.1.4. Managing Fleet remotely	6.1.4.1. Number of Vehicle applications approved after working hours	More than 100 requests per year
		6.1.4.2. Monthly dashboard	Not Achieved
	6.1.5. Evaluate and recommend purchasing of Government Vehicles	6.1.5.1. Inspection reports	Unknown
		6.1.5.2. Valuation report	Unknown
		6.1.5.3. Recommendation to purchase government Vehicle	100 + vehicles approved for purchase
	6.1.6. Managing misuse of Vehicles	6.1.6.1. Incidental reports	Unknown
		6.1.6.2. Number of Submissions to FMC	100 + Vehicle Purchased
	6.1.7. Developing Housing Management Policy	6.1.7.1. Number of consultations conducted	1 Consultation held
		6.1.7.2. Policy drafting completed	80 % Complete
		6.1.7.3. Submission of endorsement to the Public Service Commission	Not Achieved
	6.1.8. Developing housing inspection guideline	6.1.8.1. Number of consultations conducted	Not yet Started
		6.1.8.2. Policy drafting completed	N/A
		6.1.8.3. Submission of endorsement to the Public Service Commission	N/A
	6.1.9. Undertaking renovation of Government residential houses	6.1.9.1. Informed Building assessment report	20 % Achieved
		6.1.9.2. Procurement process endorsed and completed	100% Achieved
		6.1.9.3. Renovation report	No Report produced
	6.1.10. Undertaking market value of Government residential houses	6.1.10.1. Assessment reports	Not Achieved
		6.1.10.2. Valuation for Government residential houses endorsed by the Public Service Commission	N/A
	6.1.11. Establishing housing management committee	6.1.11.1. Appointment of the HMC members	Not Yet Started
		6.1.11.2. Number of meetings	N/A
		6.1.11.3. HMC functions reviewed	N/A

1.7. INNOVATIONS AND POLICY DEVELOPMENT UNIT			
CP Objective	CP Activity	CP Service Target (2025)	STATUS BY 2024
1.1 Manager the operational activities and provide secretariate support to the Office of the Public Service Commission, and the Commission to perform their functions properly, effectively and efficiently	Innovations and Development	1.1.7.1. Number of Innovative HRM reforms developed and implemented	8 Innovative HRM Reforms initiated (different guidelines, ,)

2.2. Report Against Annual Development Report (ADR) Targets

Under the NSDP monitoring and evaluation framework that reports on the Annual Development Report targets, the Office of the Public Service Commission reports on two Policy Objectives:

- **SOC 6.1:** Enhance the capacity and accountability of public officials, and ensure the impartiality and effectiveness of performance management systems
- **SOC 6.4:** Strengthen national institutions to ensure that are cost-effective and well-resourced to deliver quality public services

The tabular report below provides the most recent update on the indicators of these two policy objectives.

SOCIETY 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu					
Policy Objective	SMART Indicators	Targets 2030	Baseline	SDG Alignment	Status by December 2024
SOC 6.1: Enhance the capacity and accountability of public officials, and ensure the impartiality and effectiveness of performance management systems	SOC 6.1.1 Reduction in annual Employment Disciplinary Board decisions	By 2030 reduce by 50%	Baseline, 2017 Source - PSC Pending baseline Source – VIPAM, PSC	16.6 16.6.1 (Tier 1) 16.6.2 (Tier 3)	2020 – 7 cases 2021 – 13 cases 2022 – 15 cases 2023 – 11 cases 2024 – 9 cases
	SOC 6.1.2 Annual number of public officials receiving relevant qualifications through VIPAM and other government programs	By 2030 increased by 50%			69 Public Servants in 2023 95 Public Servants in 2024
SOC 6.4: Strengthen national institutions to ensure that are cost-effective and well-resourced to deliver quality public services	SOC 6.4.1 Proportion of BP objectives met as reported in department ARs	By 2030 100%	Baseline: 2017 total of 46 departments and rate at approx. 60% Source PSC records	16.6 16.6.1 (Tier 1)	61 % Achieved

Reference: National Sustainable Development Plan 2016-20230 Monitoring and Evaluation Framework – July 2017 (p.24)

2.3. Report Against Ministry Budget Narratives

PROGRAM CJAA: PUBLIC SERVICE COMMISSION

Program Cost: 313,494,020

Mandate Statement

The Public Service Commission is a Constitutional and Statutory body and derives its mandate primarily under Article 60 of the Constitution.

Article 60 of the Constitution provides that the PSC shall:

- be responsible for the appointment and promotion of public servants and the selection of those to undergo training courses in Vanuatu or overseas. For such purposes, it may organize competitive examinations.
- be responsible for the discipline of public service employees.
- have no authority over the members of the judiciary, the armed forces, the police, and the teaching services.
- not be subject to the direction or control of any other person or body in the exercise of its functions.

Major functions of the Commission include:

- to provide policy advice to the Government on matters relating to the efficiency and effectiveness of the Public Service and in human resource development.
- the appointment and promotion of employees on merit.
- the resolution of employment disputes and discipline of employees in accordance with the PSC Act.
- to promote the code of conduct in Part 5 of the PSC Act.
- coordinating and providing training programs in Vanuatu for, and assisting with, the training of employees.

- to provide guidelines to Director Generals, Directors and to the Public Service in managing or developing employees in good employer systems and obligations.
- to ensure the observance of the rule of law in public affairs.
- to ensure compliance with and be responsible for the administration of the Public Service Act.
- to set targets for the delivery of services by the Commission.
- to provide regular reports in writing to the Minister on the performance of the Commission.

In carrying out its functions, the Commission must have regard to the policies of the Government, its independence, not be subject to the direction or control of any other person or body and have regard to its obligation to act as a “good employer”.

The Commission’s duty to act as a good employer includes to ensure the fair and proper treatment of employees in all aspects of their employment; the selection of persons for appointments and promotion to be based upon merit; promote good and safe working conditions. In addition, the encouragement and enhancement of the abilities of individual employees and to promote and encourage an equal opportunities programme to *make the Public Service the Employer of Choice in Vanuatu*.

Activity CJAA: Corporate Services Unit

Activity CJAA: Commission

Activity Cost: 70,136,343

Mandate Statement

The Corporate Services Unit manages the operational activities and provides secretariat support to the Office of the Public Service Commission, and support to the Commission to perform their functions properly, effectively, and efficiently.

Objectives	Means of Service Delivery	Descriptions	Quantity	Unit of Measures	Status by December 2024
1. To provide Secretariat support to the Commission and Public Service Disciplinary	1.1 Ensure Commission and PSDB meeting minutes are produced.	1.1.1 PSC Commission & PSDB Meetings held & Minuted	20	Meeting Minutes	195 % Achieved <ul style="list-style-type: none"> • 21 Commission meetings & 9 Flying Minutes in 2024

Board (PSDB) to perform their functions compliantly, effectively, and efficiently.					<ul style="list-style-type: none"> 9 PSDB Meeting Minutes
2. To improve Corporate Service Unit functions through development of legislation, inclusive policy, strategies to meet GoV priorities.	2.1 Revise PSC Act to improve legislative framework for the Public Service for improved Human Resource outcomes.	2.1.1 Working Group for revision of PSC Act	1	PSC Act Revision	100 % Achieved <ul style="list-style-type: none"> PS Amendment bill finalised Proposed PS Act section amendment completed
3. To provide coordination of OPSC planning and reporting & resources allocation.	3.1 Ensure 100% compliance for OPSC with GoV reporting planning & budget requirements.	3.1.1 OPSC Reports provided on time as per GoV Reporting & Planning Cycle OR MBC Submission on time OR Annual Report on time to Parliament	100%	GoV Reporting Cycle compliance	100% Achieved <ul style="list-style-type: none"> Finalised 2024 Business plan Draft 2025 business plan Submitted 2025 budget Budget Presentation to MBC
4. To improve OPSCs Human Resources & Organizational framework through improved staffing, severance, and related strategies	4.1 Submit NPPs for staffing, severance & OPSC Salary regrading. Implement revised PSSM	4.1.1 NPPs for severance, additional staffing & OPSC Salary regrading	3	NPPs submitted	100% Achieved <ul style="list-style-type: none"> Salary re-grading processed in May 2024 1 NPP submitted for retirement Partial Severance for OPSC eligible staff processed in December 2024.
5. To develop and implement Manuals & Standard Operating Procedure for OPSC	5.1 Implement revised PSSM.	5.1.1 Implementation of revised Public Service Manual (PSSM)	1	PSSM Manual implementation	100% achieved <ul style="list-style-type: none"> PSSRM launched in Santo on March 2024 First Awareness in Santo, around Vila and during the roadshow programs
6. To improve quality, decentralized service delivery & operational best practice through capacity building and ICT (HRMIS, Intranet &	6.1.1 Identify and implement an ICT based HR management framework across whole of Public Service.	6.1.1.1 HRMIS identified costed and installed	1	HRMIS installed	20% Achieved <ul style="list-style-type: none"> Design stage completed but not installed due to delay in securing budget from the Government

OPSC Office access)	6.1.2 Submit NPPs for provincial operational budget (Sanma, Malampa, Torba, Tafea & Penama.	6.1.2.1 NPP for provincial budget	1	NPP Submitted	100 % Achieved <ul style="list-style-type: none"> Supplementary proposal submitted – no approval from MBC NPP submitted for 2025 – still not approved by MBC
7. To provide coordination and support for events and activities across the Public Service.	7.1 Support organization and financial support of Public Service Day across all GoV Ministries and provinces.	7.1.1 Public Service Day across all GoV Ministries and provinces with additional funding through NPP	1	Public Service Day held in all Provinces with NPP funding	100% Achieved

Activity CJAB: Human Resource Management

Activity Cost: 42,203,830

Mandate Statement

The Human Resource Management (HRM) Unit exists to make sure that recruitment and promotions of employees are transparent, impartial, and fair in a timely manner. This will be achieved in part by dealing with issues of poor performance before they become disciplinary offences and by ensuring the range of terms and conditions of service are fair, equitable, and meet the needs of employees and of PSC as the employer.

The HRM Unit will provide support to deliver fair treatment of employees in all aspects of their employment to build a sustainable, well-managed and efficient workforce for the Vanuatu Public Service (VPS). HRM data will be up-dated, accurate and accessible as per the Right to Information (RTI) Act. Sustainable, well managed and efficient succession & career planning for the VPS will be in place.

By improving the PSC image and promoting the Vanuatu Public Service (VPS) human resource management culture through well-managed HRM strategies will link employees' performance to organisational goals and support the VPS as the "Employer of Choice."

Objectives	Means of Service Delivery	Descriptions	Quantity	Unit of Measures	Status by December 2024
1. Disseminate new Public Service Staff Manual, liaising with VIPAM to schedule & deliver a PSSM training program.	1.1 Public Service Staff Manual revised and approved by PSC Commission;	1.1.1 PSSM printed and distributed to all HRMs, HROs and other officer responsible for HRM	1	PSSM printed with Distribution Report in AR	100% Achieved – PSSM link shared to all HRMs & HROs
2. Provide support on HRM issues to HRMs and HROs in Vanuatu Government Ministries	2.1 Provide support and advice to HRMs and HROs in Ministries & agencies.	Tabular report on advice and mitigation strategies	1	Annual Report on HRM Issues & Mitigation	20 % <ul style="list-style-type: none"> 1 SEO Performance

& agencies;					Assessment reports & <ul style="list-style-type: none"> 1 Report on the Individual Performance Assessment
3. Provide a quality standard and efficient human resource management services through establishment training and use of an integrated HRMIS system.	3.1 Support identification procurement and installation of a HRMIS system.	HRMIS in use to provide up-to-date data on personnel & HR issues for evidence-based decision making	1	HRMIS data Base	60 % Achieved No submissions from 3 Ministries despite reminders sent
4. Provide professional HRM advice and quality human resource management to line agencies in the area of Competency Based Job Descriptions, recruitment, contracting, selection, PMR appraisals, benefits, allowances & entitlement, cessation of employment & Succession Planning.	4.1 HRM advice and quality human resource management to line agencies in the area of Competency Based Job Descriptions, recruitment, contracting, selection, PMR appraisals, benefits, allowances & entitlement, cessation of employment & Succession Planning.	All 13 Ministries provide Succession Plans	13	13 Succession Plans	30 % MOIA, MOH & MOJCS Achieved
	4.1.2 Establish a Panel of Peers for DG & Director level recruitment & PMR through recurrent NPP	NPP (Recurrent) for Panel of Peers establishment	1	Recurrent NPP secured	NPP submitted but not approved – current alternative for Ministries to cover related costs.
5. Provide continuous review and drafting of HRM policies and procedures to improve HRM practices and processes in the Vanuatu Public Service	5.1 Competency Based Job Descriptions rolled out across all OPSC	Support development of Competency Based Job Descriptions	# by end 2024	Competency based Job Description Templates revised & in use	100 % Achieved Will need some improvement in 2025 onwards.

Activity CJAC: Organizational Development Unit**Activity Cost: 19,892,552****Mandate Statement**

The Organisational Development Unit (ODU) has the responsibility for assisting Government of Vanuatu agencies - Ministries, State Owned Enterprises (SOEs) and Statutory Bodies to improve their organisational performance through planning, restructuring, organisational performance assessment, monitoring and reporting.

Promoting a culture of high performance and compliance, performance auditing of reports and planning aligned to “Fit for Purpose” organisational structures will improve organisational performance and decentralised service delivery.

Objectives	Means of Service Delivery	Descriptions	Quantity	Unit Measures of	Status by December 2024
1. To strengthen the capacity of the PSC, Line Ministries and Agencies to improve their performance through structure variation, planning, M&E and reporting.	1.1. Support roll-out of new planning and reporting guidelines to Ministries.	Participation in training program through VIPAM on Report & Planning Guidelines (approved March 2020)	1	Provincial Training Program	200 % Achieved
2. Support appraisal, analysis, approval & implementation of line agencies organisational structures to be “Fit for Purpose” to improve organisational performance and decentralised service delivery.	2.1 Appraise restructure submissions against Restructure Guidelines	Restructure Guidelines drafted approved and rolled out through training	1	Restructure Guidelines	90 % Achieved <ul style="list-style-type: none">Guideline developed but still not approved by Commission
3. Strengthen Annual Report processes & submission to April Parliament Sitting to promote institutional compliance & transparency in utilisation of allocated resources	3.1 Track number of compliant Annual Reports provided by Ministries & agencies on time	PSC Annual Report provides report on numbers of compliant Ministry Annual Reports submitted on time	1	Table in OPSC Annual Report provides #s	100 % Achieved

4. Undertake Performance Auditing of Ministries & Agencies to ascertain organisational development & performance	4.1 Undertake Performance Audits of GoV Ministries and agencies	Report on Performance Audit outcomes	1	OPSC Annual Report provides list of Performance Audits	100% Achieved
5. Strengthen provincial structures, planning and reporting processes for decentralized service delivery	5.1 Support VIPAM to deliver workshops in provinces to strengthen planning reporting and delivery strategies	In close cooperation with VIPAM, Rolling Program of provincial training on restructure processes	1	Provincial training undertaken & reported in OPSC Annual Report	100% Achieved
6. Introduce Government planning and reporting guidelines to SOEs and Statutory bodies;	6.1 Government planning and reporting guidelines awareness offered to SOEs and Statutory bodies as per NSDP target of strengthening SOE & Statutory Body performance	Awareness Workshop for SOEs & Statutory Bodies on GoV endorsed planning & reporting guidelines	1	Workshop	100% Achieved
7. Document clearly all political support staff roles (TORs) and align with the government processes.	7.1 TORs for Cabinet officers available on request	TORs for Cabinet officers	1	Suite of TORs available	Activity removed as it does not fall under our jurisdiction

Activity CJAD: Human Resource Development

Activity Cost: 32,870,016

Mandate Statement

This unit exists by improving and developing the skills, knowledge and attributes of Public Servants in accordance with the National Human Resource Development Plan to increase levels of performance and service delivery to build capacity at the Ministerial and Provincial levels for an effective service delivery.

Create, promote and foster individual and organisational effectiveness by developing and offering an array of skill-based and diverse programmes, in support of the public service commitment to employee development, partnerships and organisational advancement based on principles of PRIDE - Passion, Respect, Integrity, Determination & Excellence.

Objectives	Means of Service Delivery	Descriptions	Quantity	Unit of Measures	Status by December 2024
1. Improve professional competencies for public	1.1. Develop schedule of training to be delivered in	Training Program delivered in 6 provinces	1	Training Report on courses, topics, location	50% Achieved

	servants within line agencies by increasing number of public servants receiving relevant qualifications and training through the Vanuatu Institute of Public Administration & Management (VIPAM) and other relevant institutions.	6 provinces			& gender disaggregation in OPSC Annual Report	
2.	Strengthen policy, oversight & reporting of long and short- term Scholarships for Public Servants through compliant selection on merit for training and improving monitoring database system	2.1. Review and revise Scholarship Policy and Standard Operating Procedures for scholarship selection processes for Public Servants	Scholarship Selection Policy with SOP for Public Servants	1	Scholarship Selection Policy & SOP	Not Achieved
3.	Provide decentralised Induction Programs and capacity building training for Public Servants	3.1.1 Develop, deliver, and report on the on-going programs of induction for Public Servants	Induction Programs Report in OPSC Annual Report includes topics, location & gender disaggregation	1	Induction Programs Report	Not achieved due to instruction from the Commission
		3.1.2 Deliver provincial training programs in all provinces on emerging OPSC reforms	Recurrent NPP for annual Provincial Training programs	1	NPP funds annual Provincial Training Programs	100 % Achieved VT 2,500,000
4.	Promote, administer, and report on placement for internship, apprenticeship and cadetship programs.	4.1. Report on placement for internship, apprenticeship, and cadetship programs.	Up-to date data on VIPAM data base of internship, apprenticeship, and cadetship programs	1	Up to date VIPAM database of intern's apprenticeships & cadetships	100 % Achieved
5.	Develop and implement improved structure,	5.1. Implement staffing of VIPAM restructure to	VIPAM restructure staffed with priority positions as	1	NPP for prioritised positions	100% Achieved

quality management system, policies, course outlines, materials, and facilities to progress VIPAM accreditation with VQA	improve services delivery and quality of training programs	per Restructure Implementation Plan & Business Plan			
6. Procure, input, and maintain a Training and Development Baseline Database for provision of evidence-based reports to Commission, VQA, Ministries and other agencies.	6.1. Establish and maintain VIPAM's Training and Development Baseline database	VIPAM Database established, populated and up to date	1	VIPAM Database up to date	Activity moved to year 2025

Activity CJAE: Public Service Legal Unit (Compliance & Investigations Unit)

Activity Cost: 27,008,723

Mandate Statement

The Unit, renamed as the Compliance & Investigations Unit, seeks to provide effective and efficient Compliance Services to ensure ethical, accountable, and responsive to Government Ministries. The Compliance & Investigations Unit provide assistance to the PSC Secretariat, PSC Chairman and Secretary, the Public Service Commission and the Public Service Disciplinary Board to perform their functions according to legal requirements, and to ensure their functions are carried out properly effectively and efficiently, undertaking compliance and investigations as directed.

Objectives	Means of Service Delivery	Descriptions	Quantity	Unit of Measures	Status by December 2024
1. Provide direct legal support to PSC Commission, Chair, OPSC Secretary and PSDB as and when required.	1.1. Legal advice provided to PSC Commission, Chair, OPSC Secretary and PSDB.	Tabular Report of legal advice offered included in OPSC Annual Report	1	Tabular Report of legal advice	100 % Achieved
2. Coordinate the Public Service Discipline Board process.	2.1. Administer the Public Service Discipline process with case reporting provided for PSDB Disciplinary Cases.	Annual Report table demonstrates number of Disciplinary Cases reduces annually compared to previous year	1	Tabular Report in Annual Report details numbers and outcomes	100 % Achieved

3.	To maintain in a coordinated manner and/ or minimise the legal impact of actual legal challenges (Court Cases) issued for/ against PSC and Line Ministries to minimise cases to reduce costs to government.	3.1.	Argue and defend cases to avoid increase in costs to government.	Tabular Report of legal cases offered Drafting Instructions on litigation	1	Tabular Report of legal advice/litigation instructions	100 % Achieved
		3.2.	Identify purchase and operationalize a CMS system to track files with recurrent NPP to pay for annual licence fees.	CMS tracking system purchased recurrent NPP	1	CMS system purchased and in use	Not Achieved
4.	Liaise with Attorney General's Office (OAG) on PSC legislation;	4.1.	Provide Drafting Instructions to Attorney General's Office (OAG);	# of Drafting Instructions requested	#	Briefing Report provides details	100 % Achieved
5.	Provide support to Review of the Public Service Policies through review of PSSM.	5.1.	Oversee implementation of PSSM	Roll out awareness program on revised PSSM	1	Annual Report provides details	100% Achieved
6.	Undertake revision of PSC Act.	6.1.	Prepare revised PSC Bill to November 2024 Parliament	Public Service Bill prepared for November 2024 Parliament	1	Public Service Bill presented to Parliament	100 % Achieved

Activity CJAF: Fleet & Housing Unit

Activity Cost: 121,182,556

Mandate Statement

The Fleet and Housing Unit manages and administers the operations of the Government's Fleet and Housing assets through the development and implementation of sound fleet and housing policies, procedures, and practices.

Objectives	Means of Service Delivery	Descriptions	Quantity	Unit of Measures	Status by December 2024
1. Provide policy and legislative framework for Government of Vanuatu housing stock.	1.1. Housing Management Policy developed and drafted consultatively 2.1.	Housing Management Policy developed endorsed the Public Service Commission & implemented	1	1 Housing Management Policy	50 % Achieved

2. Develop Housing Inspection Guidelines and Standard Operating Procedure (SOP);	2.2. Housing Inspection Guidelines and Standard Operating Procedure (SOP) developed through consultation with stakeholders	Housing Inspection Guideline developed endorsed the Public Service Commission & implemented	1	1 Housing Inspection Guideline	Not Achieved
3. Establish Housing Management Committee (HMC) to oversee management of Vanuatu Government House stock.	3.1. Housing Management committee (HMC) to support development of policy Guidelines (SOPs) and Inspections Schedule	Housing Management Committee (HMC) established with regular meetings Minuted	4	1 meeting per quarter	Not Achieved – Committee not established.
4. Develop annual schedule for inspection, recommendations for renovation, valuations, and disposal (if needed).	4.1. Annual schedule for inspection, recommendations for renovation, valuations, and disposal (if needed);	Annual schedule for inspection, recommendations for renovation, valuations, and disposal	1	Annual Schedule with summary report in OPSC Annual Report	Not achieved
5. Develop and keep up-to-date Data Base of GoV Housing Stock – GPS location, valuation, maintenance status.	5.1. Up-to-date Data Base of GoV Housing Stock – GPS location, valuation, maintenance status for evidence-based reporting & action.	Data Base of GoV Housing Stock up to date for evidence-based reporting & action	1	GoV Housing Data Base up to date	100 % Achieved
6. Provide policy and legislative framework for Government of Vanuatu fleet stock.	6.1. Fleet Management Policy developed and drafted consultatively	GoV Vehicle/Fleet Management Policy developed endorsed the Public Service Commission & implemented	1	1 Fleet Management Policy	50 % Achieved
7. Develop Fleet Inspection Guidelines and Standard Operating Procedure (SOP).	7.1. Housing Inspection Guidelines and Standard Operating Procedure (SOP) developed through consultation with stakeholders	Fleet Inspection Guideline developed endorsed the Public Service Commission & implemented	1	1 Fleet Inspection Guideline	Not Achieved
8. Establish Fleet Management Committee (FMC) to oversee management of Vanuatu	8.1. Housing Management committee (HMC) to support development of policy, Guidelines	Fleet Management Committee (FMC) established with regular meetings Minuted	4	1 meeting per quarter	100% Achieved

Government fleet.	(SOPs) and Inspections Schedule				
9. Develop annual schedule for inspection, recommendations for purchase, valuations, and disposal (if needed).	9.1. Annual schedule for GoV vehicle inspection, recommendations for repair, valuations, and disposal (if needed).	Annual schedule for inspection, recommendations for renovation, valuations, and disposal	1	Annual Schedule with summary report in OPSC Annual Report	Not Achieved
10. Develop and keep up-to-date Data Base of GoV Fleet Stock – GPS, Department (location), valuation, maintenance status.	10.1 Up-to-date Data Base of GoV Fleet Stock – GPS location, valuation, repair status for evidence-based reporting & action	Data Base of GoV Fleet up to date for evidence-based reporting & action	1	GoV Fleet Data Base up to date	100% Achieved

2.4. Policy Development

Public Service Staff Regulation Manual (PSSRM)

On March 1, 2024, the Public Service Staff Regulation Manual (PSSRM) was officially launched in Santo by the former Hon. Prime Minister Charlot Salwai. This landmark event marked a significant step forward in enhancing the governance and operational standards of the public service.

The successful completion of this project was made possible through the generous funding support of the United States Aid (USAID), facilitated by the South Pacific Community (SPC) in Fiji. This collaboration underscores the importance of international partnerships in driving positive change and development within the region. The funding enabled the thorough development and dissemination of the manual, ensuring wider knowledge of public servants and public at large.

2.5. Portfolio Legislative Framework

PSC completed its review of the Public Service Act in 2024, and the proposed amendments were listed in Parliament for consideration. However, before the amendments could be passed, the Head of State of the Republic of Vanuatu dissolved the Parliament, resulting in the amendments not being enacted.

The proposed amendments aimed to devolve some powers of the Commission to the Secretary Generals of the Provincial Government Councils of the six provinces

of Vanuatu, enhancing local governance. Additionally, the amendments sought to strengthen performance management for Senior Executive Officers and improve individual staff appraisals, ensuring a more efficient and accountable public service.

2.6. Conventions

In 2024, the OPSC did not signed any conventions and is not responsible for reporting on any such agreements. The OPSC's primary focus remains on its core functions, including the appointment and promotion of public servants, as well as overseeing training programs and ensuring compliance with public service regulations.

2.7. Risks/Challenges

The Vanuatu Public Service faced a variety of challenges that impacted its ability to effectively deliver services and implement reforms. These challenges can be categorized into short-term and long-term risks:

Short-Term Risks and Challenges:

1. **Political Instability – Frequent** changes in government leadership and political realignments disrupt long-term policy implementation and create instability, impacting service continuity and public sector efficiency.

2. **Limited Financial Resources** – Budget constraints and reductions in funding hinder the capacity to support necessary public sector reforms, infrastructure projects, and essential services, impeding timely service delivery.
3. **Human Resource Capacity** – A shortage of skilled professionals, insufficient training opportunities, and limited career development pathways for public servants negatively affect overall productivity, morale, and the quality of service provided.
4. **Decentralization Challenges** – While efforts are being made to extend services to provincial centers and rural areas, inadequate infrastructure, logistical constraints, and limited resources slow down the decentralization process and delay service access for remote communities.
5. **Digital Transformation and Technological Gaps** – Limited access to modern technologies and the digital divide between urban and rural areas hinder the adoption of efficient service delivery tools and systems, especially in the provinces.
6. **Public Expectations and Service Delivery Gaps** – The public's increasing demand for better and more responsive services is often met with delays, inadequate quality, and inefficiency, leading to public dissatisfaction.
7. **Withdrawal of Funding Support from USAID** – The decision by former U.S. President Donald Trump to withdraw funding support to Pacific Island countries, including Vanuatu, has affected key public service reforms, such as the review of the Public Service Act and the development of the Public Service Staff Regulation Manual.
8. **Entitlement of OSA Positions (Vehicle Management)** – Disputes regarding the allocation of vehicles for OSA positions, such as Ministers and Senior Public Servants, continue to strain resources and create governance challenges in the management of public assets.
9. **Sustainability of Reforms** – Many reform programs require long-term commitment and sustained effort. Shifting political priorities, resource limitations, and a lack of consistent support may hinder the sustainability and long-term success of these reforms.
10. **Disaster Resilience and Climate Change** – Vanuatu is highly vulnerable to natural disasters such as cyclones, earthquakes, and rising sea levels. These events strain government resources, disrupt public services, and pose long-term challenges for disaster resilience planning and rebuilding efforts.
11. **Geographical Dispersion** – The archipelagic nature of Vanuatu means that service delivery is complicated by the country's geographic spread. Ensuring that government services are accessible to citizens across all islands remains a persistent challenge, especially in remote and isolated communities.
12. **Limited Infrastructure Development** – The lack of modern infrastructure, particularly in rural areas, poses a long-term challenge to improving service delivery and fostering economic growth. The inadequate state of roads, buildings, and utilities limits the ability to extend and sustain public services to all regions of Vanuatu.
13. **Human Resource Management and Capacity Building** – Building a sustainable, skilled workforce for the public service requires long-term investments in education, training, and professional development. A lack of such resources over the long term will undermine the capacity to address future demands and challenges.
14. **Governance and Transparency** – Strengthening governance frameworks and ensuring transparency within the public service are ongoing challenges that require continuous effort. Over time, a lack of robust systems could lead to inefficiencies, corruption, and a decline in public trust.

Long-Term Risks and Challenges:

3.0 HUMAN RESOURCES

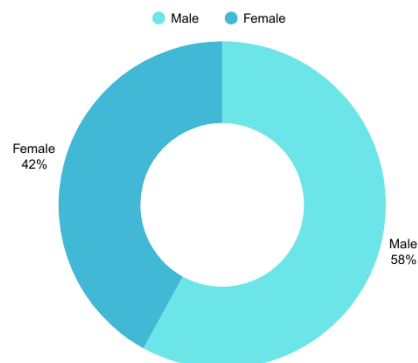
Vanuatu Public Service (VPS) at a glance (as at January 31 2025)

Employee headcount

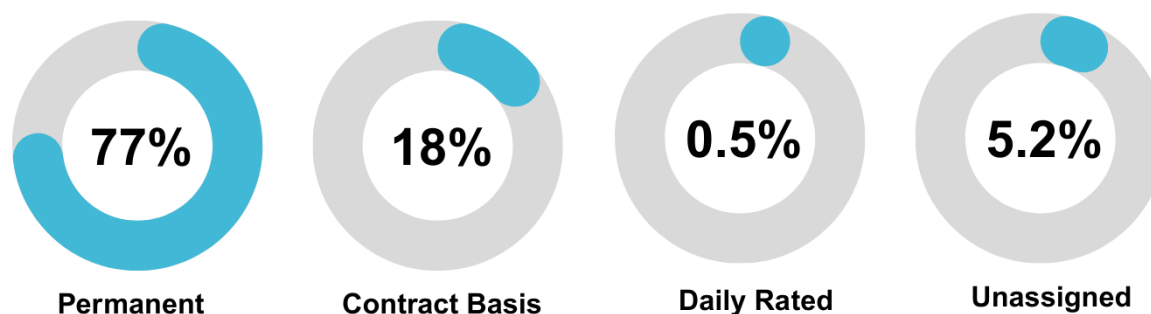
3,914  Increase by 24%
 Decrease by 2%

The Public Service Commission is one of the largest commissions in Vanuatu and is one of the largest employer in Vanuatu

Gender Classification



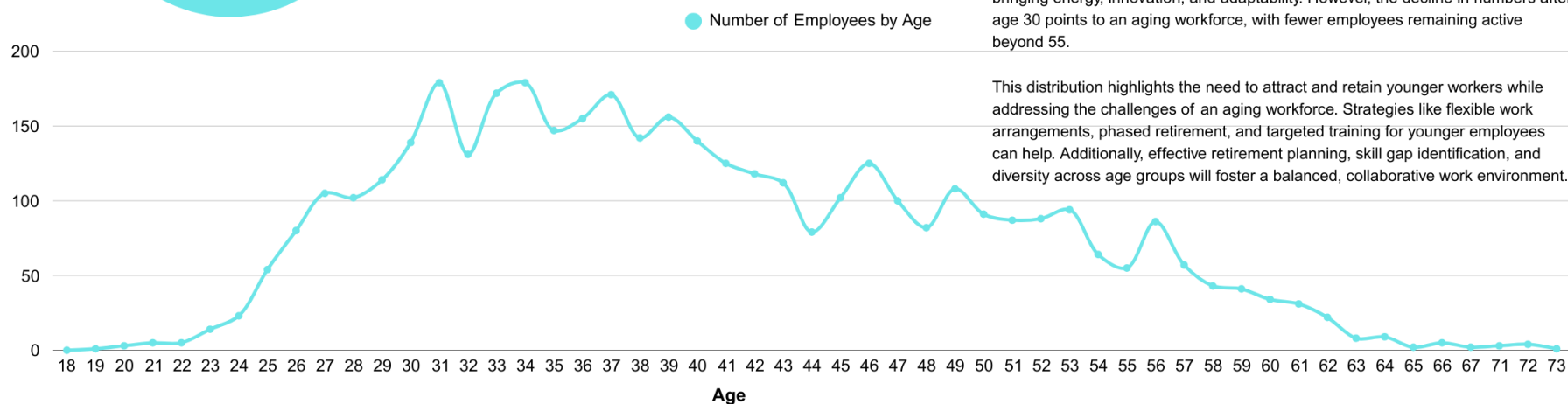
Patterns of Work



The Permanent category has the highest number of employees at 2,995, indicating a significant preference for long-term employment within the Public Service Commission. In contrast, the Daily Rated category has the fewest employees, with only 18 individuals.

The Contract category has 698 employees, which is considerably high. These are mostly public servants serving at the Ministry of Health, Ministry of Agriculture and MOCC. This explains the high number of contract officers

Number of Employee by Age



4.0 FINANCIAL STATEMENTS

4.1. Appropriation

The total budget appropriated by Parliament for the Office of the Public Service Commission in 2024 is VT **313,494,020**. As illustrated in the pie chart below, 56 % was allocated for wages and allowances and 44 % for operations. The table below shows the sharing of the 2024 budget per Units.

2024 OPSC APPROPRIATION			
OPSC Units	Operation	Payroll	TOTAL
Corporate Services	14,237,100	44,673,384	58,910,484
Human Resource Management	3,341,614	38,889,096	42,230,710
Organizational Development Unit	3,000,000	16,904,072	19,904,072
VIPAM Unit	3,000,000	29,858,016	32,858,016
Compliance Management Unit	6,326,707	20,682,016	27,008,723
Fleet and Housing Management Unit	105,000,000	16,382,556	121,382,556
Public Service Commission	2,580,000	8,619,459	11,199,459
TOTAL	137,485,421	176,008,599	313,494,020

Operation vs Payroll 2024

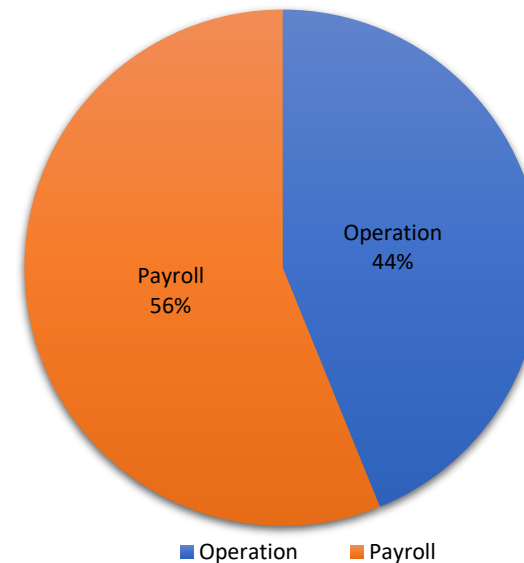


Figure 5: OPSC Operation payroll

4.2. New Policy Proposals (NPP)

The OPSC received a total of four (4) approved NPPs in 2024. The details on each NPP can be referred to in the table below.

NPP Code	NPP Description	Cost (VT)	Implementation Status	NPP Status
24B119	Salary regrading for 19 positions under the OPSC approved structures	6,251,024	Salary re-grading for 19 officers processed and salary arrears paid.	Ongoing
24G119	Establishment of New Innovation and Policy Development Unit within the OPSC	37,734,500	<ul style="list-style-type: none">• 3 positions recruited under the new unit as per approved structure• Office established• New vehicle purchased to support the operation of the Unit	Ongoing
24K119	Multi Agency Roadshow	2,500,000	Awareness rollout on the revised PSSRM in Torba, Sanma, Penama and Malampa.	Ongoing
24M119	Housing Allowance	7,560,000	Housing allowance increase top up successfully processed for all staff	Ongoing
TOTAL		54,045,524		

With the total of approved NPPs, the total budget for the OPSC in 2024 increased to VT 367,539,554.

4.3. Expenses Report

As stated in the report below, the total expenses for the OPSC in 2024 is **VT 349,087,867**. During 2024, several advance releases were approved and processed because the approved IPDU NPP funds are stored in December 2024 including the Housing Unit operation budget and are only advanced whenever needed. In terms of virements from payroll, it is important to note that the OPSC had a high vacancy rate in 2024 due to increased funding secured for recruitment.

While operating on Supply Bill in the first quarter of 2024, the OPSC accumulated a significant increase in payroll savings due to delay in recruitment. These payroll savings were vired from payroll to operations to cover some outstanding bills and other unforeseen activities.

It is also important to note that at the end of 2024, the Office of the Public Service Commission had a total unspent budget of **VT 18,451,677**; 89 % of the unspent budget comes from the unrelease payroll funds of 2024 and 11 percent from operation budget from different costs centres within OPSC.

Statement of Appropriations									
For transactions between 1 January 2024 and 31 D									
Filters Applied to this Report									
Ministry									
Dept	19-Public Service Commission								
Program									
Activity									
Code	Description	Original Appropriation	Supplementary Appropriations	Virements	Final Budget	Actual Expenditure	Commitments	Total Expenditure	Under/ (Over)
M01	Constitutional Agencies								
CJA	Public Service Commission								
19AA	Cooperate Service Unit	110,386,408	-	(4,578,128)	105,808,280	91,085,435	-	91,085,435	14,722,845
19AD	Human Resource Development Unit	-	-	-	-	10,000	-	10,000	(10,000)
19AE	Compliance Unit	-	-	-	-	125,000	-	125,000	(125,000)
19AH	Public Service Commission	11,199,459	-	-	11,199,459	10,987,914	-	10,987,914	211,545
CJAA	Corporate Services	121,585,867	-	(4,578,128)	117,007,739	102,208,349	-	102,208,349	14,799,390
19AB	Human Resource Management Unit	42,299,830	-	2,055,356	44,355,186	43,998,003	-	43,998,003	357,183
19AE	Compliance Unit	-	-	-	-	10,000	-	10,000	(10,000)
CJAB	Human Resource Management	42,299,830	-	2,055,356	44,355,186	44,008,003	-	44,008,003	347,183
19AC	Organizational Development Unit	19,892,552	-	458,337	20,350,889	19,389,305	-	19,389,305	961,584
19AE	Compliance Unit	-	-	-	-	20,000	-	20,000	(20,000)
19AF	Fleet & Housing Unit	-	-	-	-	133,066	-	133,066	(133,066)
19AG	Fleet Management Unit	-	-	-	-	6,400,388	-	6,400,388	(6,400,388)
CJAC	Performance Improvement	19,892,552	-	458,337	20,350,889	25,942,759	-	25,942,759	(5,591,870)
19AD	Human Resource Development Unit	35,370,016	-	1,741,290	37,111,306	35,855,403	-	35,855,403	1,255,903
19AE	Compliance Unit	-	-	-	-	300,000	-	300,000	(300,000)
CJAD	Human Resource Development	35,370,016	-	1,741,290	37,111,306	36,155,403	-	36,155,403	955,903
19AE	Compliance Unit	27,008,723	-	667,113	27,675,836	26,181,353	-	26,181,353	1,494,483
CJAE	Compliance	27,008,723	-	667,113	27,675,836	26,181,353	-	26,181,353	1,494,483
19AF	Fleet & Housing Unit	121,382,556	-	(343,968)	121,038,588	114,592,000	-	114,592,000	6,446,588
CJAF	Government employee Entitlements	121,382,556	-	(343,968)	121,038,588	114,592,000	-	114,592,000	6,446,588
CJA	Public Service Commission	367,539,544	-	-	367,539,544	349,087,867	-	349,087,867	18,451,677
M01	Constitutional Agencies	367,539,544	-	-	367,539,544	349,087,867	-	349,087,867	18,451,677
	Grand Total	367,539,544	-	-	367,539,544	349,087,867	-	349,087,867	18,451,677

Figure 6: Statement of Appropriation Report 2024

4.4. Revenue Report

The Office of the Public Service Commission is responsible for collecting and reporting on revenues collected from Government housing recoveries which are referred to as housing rental deductions and revenue generated from recoveries on damaged government vehicles.

The Graph below illustrates the revenue trend collected for the past five years starting from the year 2020 to year 2024.

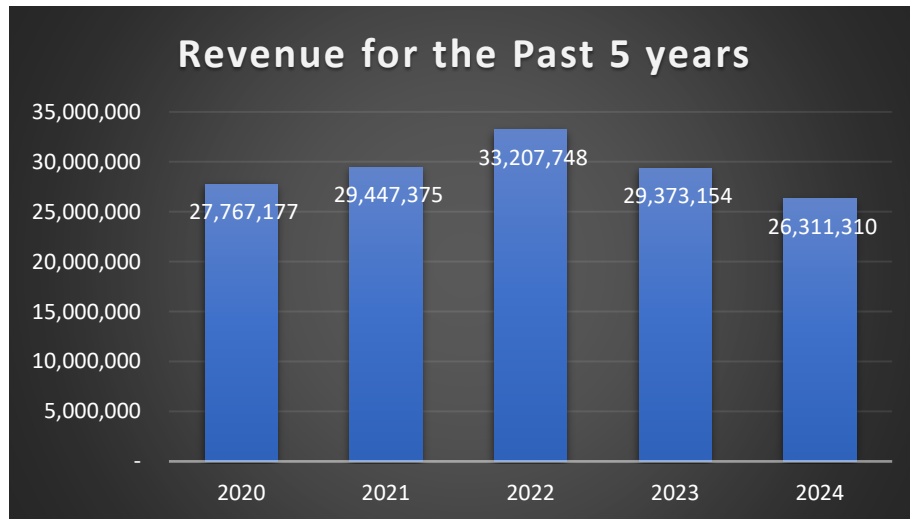


Figure 7: Report from Smartstream

There are several reasons that explains the reason on the revenue drop recorded by the PSC in 2023 and 2024.

Changes on the employment status for Directors; from contract status to permanent status – 250,000 VT per month reduced on rental.

Members of Parliament occupied Government houses but are not paying govt rent properly.

Government residential houses damage by TC Kevin & Judy early 2023.

Public Servants resign/early retirement who vacate Government house without informing PSC.

Some tenants do not notify OPSC to activate deductions when moving into the Houses.

In December 2024, the Fleet and Housing Units worked in collaboration with the Ministry of Infrastructure and Public Utilities to recover outstanding rent fees and cost for damage on Government vehicles in preparation for the snap election in February 2025.

5.0 DEVELOPMENT PROJECTS

South Pacific Community – Fiji

In 2024, the South Pacific Community (SPC) provided significant support to the OPSC by funding several key initiatives. One of the major projects was the launch of the Public Service Staff Manual in Santo, which aimed to enhance the efficiency and effectiveness of public service operations. Additionally, SPC's funding enabled an office planning retreat, fostering strategic discussions and planning for future public service improvements.

Moreover, SPC's support was crucial in facilitating a comprehensive review of the Public Service Act. This review ensured that the legislative framework governing public service was up-to-date and effective, addressing any gaps or outdated provisions. The review process was instrumental in aligning the public service operations with contemporary standards and practices.

Furthermore, SPC's funding facilitated a roadshow awareness program across the provinces of Torba, Sanma, Malampa, and Penama. This program played a vital role in enhancing public service outreach and engagement, ensuring that communities across these regions were well-informed about public service initiatives and developments. The roadshow helped bridge the gap between the public service and the communities it serves, fostering greater transparency and trust.

New Zealand Public Service FALE

The Office of the Public Service Commission continued to receive support from the Public Service Fale; New Zealand. In 2024, Alice Hunt from the New Zealand Public Service, was placed with PSC to support the Compliance Unit for six months. Her role was crucial in enhancing the unit's operations and ensuring compliance with established legislations and policy in PSSRM.

Her contribution was exceptional, providing invaluable legal advice to the Commission on disciplinary matters. Alice's expertise significantly strengthened the Commission's ability to handle complex legal issues efficiently.

FONO 2024 in Apia, Samoa

In November 2024, Chairman Martin Mahe, Director Jean Yves, and Mr. Jonathan Iavere represented the Vanuatu Public Service Commission at the FONO 2024 in Apia, Samoa. This high-level meeting, held from November 18th to 21st, brought together public service leaders from across the Pacific region to discuss and address key issues affecting public administration. The conference aimed to foster collaboration and share best practices among member countries, with a focus on achieving public service excellence through resilience and innovation.

The primary purpose of FONO 2024 was to identify workable approaches to address the needs of the region, as identified by Pacific public service leaders. The conference featured various sessions, including discussions on workforce sustainability, service delivery excellence, integrity and ethics in the public service, and building resilience through remuneration and rewards. These sessions provided a platform for delegates to exchange ideas, learn from each other's experiences, and develop cooperative solutions to common challenges. The event was hosted by the Samoa Public Service Commission, with support from the New Zealand Public Service Fale.

FONO 2024 was attended by nearly 70 public service leaders and senior officials from 16 member countries, including representatives from Fiji, New Caledonia, Tonga, Cook Islands, Kiribati, Papua New Guinea, Solomon Islands and Tuvalu. The diverse group of attendees underscored the importance of regional cooperation and the collective effort to enhance public service delivery across the Pacific. The presence of high-ranking officials like Chairman Martin Mahe, Director Jean Yves, and Mr. Jonathan Iavere highlighted the commitment of the Vanuatu Public Service Commission to actively participate in regional initiatives and contribute to the development of effective public administration practices.

During this event, Mr. Martin Mahe was unanimously elected as the Chairman of the Pacific Public Service Regional Governance Board (RGB), marking a significant milestone for Vanuatu. This election underscores the trust and confidence placed in Mr. Mahe's leadership by his peers across the Pacific region. His new role as Chairman of the RGB will involve guiding efforts to enhance governance, capacity building, and public service delivery across member countries, ensuring that the region continues to progress towards achieving public service excellence.

Australia Public Service

The Vanuatu Public Service Commission (PSC) signed a Memorandum of Understanding (MOU) with the Australian Public Service in March 2024, marking a significant step towards enhancing capacity building and technical support. This partnership aims to strengthen the capabilities of the Vanuatu PSC by leveraging the expertise and resources of the Australian Public Service. Through this collaboration, both parties will work together to develop and implement effective strategies for improving public service delivery, fostering a more efficient and responsive administrative framework in Vanuatu.

This MOU underscores the commitment of both the Vanuatu PSC and the Australian Public Service to fostering mutual growth and development. The technical support provided by the Australian Public Service will be instrumental in addressing key challenges faced by the Vanuatu PSC, ensuring that it can better serve the needs of the public. This partnership is expected to yield long-term benefits, including enhanced skills, knowledge transfer, and the establishment of best practices that will contribute to the overall improvement of public administration in Vanuatu.

As a result of this agreement, the Australia Public Service conducted a week training at Iririki Island Resort, Port Vila on the 09th to 11th July 2024. This workshop was attended by all HR managers & Officers, Executives Officers and office of the OPSC. More follow training and sessions continued after the workshop to assist the OPSC develops its workforce planning.

United Nation Development Programme

In 2024, we received invaluable technical support from the United Nations Development Programme (UNDP) for the design of our Human Resource Management Information System (HRMIS). This collaboration significantly

enhanced our capacity to develop a robust and efficient HRMIS, ensuring that our human resource processes are streamlined and effectively managed. The expertise and resources provided by UNDP played a crucial role in the successful implementation of this system, contributing to improved organizational efficiency and better service delivery. We gratefully acknowledge and appreciate their support in this endeavor.

Fiji Civil Service

In July 2024, the Vanuatu Public Service Commission (PSC) and the Fiji Civil Service signed a Memorandum of Understanding (MoU) to foster mutual learning and collaboration between the two nations. This partnership aims to enhance public service excellence by implementing exchange programs and sharing best practices when it comes to upskilling workforce. The MoU signifies a proactive step towards improving service delivery and capacity building in both countries.



The collaboration will be facilitated through the Fiji Learning Institute for Public Service (FLIPS) and the Vanuatu Institute of Public Administration and Management (VIPAM). These institutions will play a key role in organizing and executing the exchange programs, ensuring that public servants from both countries benefit from the shared knowledge and experiences. The partnership also includes the establishment of internship programs to facilitate cross-learning and continuous improvement.

Chairman Luke Rokovada of the Fiji Civil Service highlighted the importance of this partnership in enhancing the ability to better serve the people of Fiji and Vanuatu. He emphasized that this collaboration is a significant milestone in

regional cooperation for public service excellence. The MoU is expected to strengthen the public service sectors in both countries, ultimately leading to more efficient and effective governance

Figure 8: Fono 2024 Regional Public Service - Source: <https://solomons.gov.sb/chairman-of-the-public-service-commission-attends-the-fono-pacific-public-service-leaders-conference-in-samoa/>



6.0 STATUTORY AUTHORITIES & NON - STATUTORY BODIES

The Public Service Commission (PSC) does not hold authority over statutory bodies and non-statutory bodies. These entities operate independently and are governed by their respective regulations and frameworks. The PSC's mandate is primarily focused on overseeing the recruitment, promotion, and discipline of public servants within the public service.

However, the PSC collaborates with non-governmental organizations (NGOs) to enhance the skills and capabilities of public servants. These partnerships are crucial for providing capacity-building programs, which include training, workshops, and other developmental initiatives. By working with NGOs, the PSC ensures that public servants are well-equipped to meet the evolving demands of public service, thereby improving overall efficiency and effectiveness in serving the community.

Some NGOs that the Public Service engages with are:

6.1. Vanuatu Skills Partnership

The Skills Partnership has provided valuable support to the OPSC VIPAM Unit by supplying them with a Smartsheet license. This license enabled the unit to efficiently record and track various programs they manage, including the cadetship program, apprenticeship, and internship. This support enhances the unit's ability to organize and monitor their initiatives, ensuring better management and outcomes for all involved.

Balance of Power

The Balance of Power program, launched in 2024 offers specialized training for women in leadership. This initiative aims to empower women by providing them with the skills and knowledge necessary to excel in leadership roles within the government and in the private sector. Through a series of workshops, mentorship opportunities, and practical exercises, the program fosters a supportive environment where women can develop their leadership potential and contribute more effectively to their organizations and communities.

Recognizing the importance of inclusive leadership, the program has now expanded its scope to welcome men as well. This inclusive approach ensures that both women and men can benefit from the high-quality training and resources provided, promoting gender equality and collaboration in leadership. By opening the program to all, the Balance of Power initiative aims to create a more diverse and dynamic leadership landscape, where everyone could thrive and make a positive impact.

Australian Pacific Training Coalition

Four officers recently participated in a leadership management training program offered by the Australia Pacific Training Coalition (APTC) and supported by the Vanuatu Skills Partnership. This training, held in Vanuatu, aimed to enhance their leadership skills and management capabilities, equipping them with the necessary tools to effectively lead and manage within their respective roles.

These officers are set to graduate from the leadership management training program in 2025. Their upcoming graduation marks a significant milestone in their professional development journey.

The OPSC also engaged representatives from different Organizations such as the Office of the Malvatumauri, VanGo, Office of the Attorney General (OAG) and National Bank of Vanuatu during a 2 days' workshop to review the Public Service Staff Chapter 06 on Managing Staff Disciplines for an open discussion to improve its processes stipulated in the policy.



7.0 REPORTS BY THE AUDITOR GENERAL

Through this year 2024, the Office of the Public Service Commission did not receive any report from the Office of the Auditor General. However, PSC continues to engage officers from the Office of the Auditor General Office to assist the PSC Compliance team with investigations of disciplinary cases and the Organizational Development Unit on the assessment of Ministries Annual Reports.

8.0 REPORTS BY THE OMBUDSMAN

As stipulated in the Memorandum of Understanding (MOU) signed between the Office of the Public Service Commission and the Office of the Ombudsman, the two parties intended to work in collaboration to tackle issues arising in contrary of the Leadership Code, in the case of Public Sector's senior officials as provided under the Leadership Code Act. The two parties mutually agreed to assist one another in dealing with cases that directly involve public servants or the Commission members to solve these issues escalate further.

In 2024, the Ombudsman's Office investigated a total of 18 issues against the Public Service Commission and staff mostly on alleged appointments made by the Commission assumed to be unlawful. From these 18 issues, two public reports were issued with the same recommendations to terminate the Chairman and members of the Commission, and some officers.

However, Article 60 of the Constitution of the Republic of Vanuatu provides the discretionary powers of the Commission to make decisions, therefore, the reports were not considered.

9.0 RIGHT TO INFORMATION

The Office of the Public Service Commission did not receive any request in 2024 made in accordance with the Right to information Act. However, a workshop was conducted by the Right to Information Unit under the Ministry of Prime Minister for the Right to Information focal persons in different agencies within the Government. Ms. Fern Napwatt; Senior Communication Officer for the Office of the Public Service Commission, attended this important workshop.

This Right to Information (RTI) Workshop was organized to support public offices of the Vanuatu Government to properly administer the Right to Information Act. The workshop was held on Thursday 4th & Friday 5th July 2024 at the Melanesian Hotel Conference Room.

Below are some important resources used during the two-day workshop and can be of value to everyone:

- Right to Information Act No 13 of 2016.pdf (<https://rti.gov.vu/images/docs/Right%20to%20Information%20Act%20No%2013%20of%202016.pdf>)
- A GUIDE TO THE RIGHT TO INFORMATION ACT 2017 (<https://rti.gov.vu/images/docs/users-guide/english-rti-act-user-guide.pdf>)
- Guide Proactive Publication (<https://rti.gov.vu/images/docs/guidelines/proactive-publication-guide.pdf>)

- Code of Practice on Records and Information Management (https://rti.gov.vu/images/records_and_information_management/Code_of_Practice.pdf)
- RTI Web Accessibility Guidelines (<https://rti.gov.vu/images/docs/guidelines/RTI%20Web%20Accessibility%20Guideline.pdf>)
- RTI Application Form (<https://rti.gov.vu/index.php/en/resources/making-a-request>)

For more information, please contact the Right to Information Unit of the Ministry of Prime Minister Office through the following contact:

Right To Information Unit

The Department of Strategic Policy, Planning & Aid Coordination
Prime Minister's Office, Government of the Republic of Vanuatu
PMB 9108, Port Vila, Vanuatu, SW Pacific

Tel: (678) 33380

Email: rti@vanuatu.gov.vu

Website: www.rti.gov.vu

Facebook: <https://www.facebook.com/raetblongsave>

Figure 9: Commission Members 2024



10.0 DECISION OF COURTS

Public servants have the right to take the Public Service Commission to court under the Public Service Act [Cap 246], specifically under Part 6, which deals with dispute and disciplinary procedures. This section outlines the processes for resolving disputes and allows public servants to appeal decisions made by the Commission, ensuring they have a legal avenue to challenge actions or decisions they believe are unjust.

The Public Service Commission cases from 2020 to 2024 reveal a significant number of legal disputes involving public servants and the government. These cases primarily revolve around employment entitlements, unjustified dismissals, breaches of contract, and other civil matters.

In 2024, there are nine (9) cases filed in Court against the Public Service Commission; one case is in the close stage and the remaining eight are still active. Six cases are related to employment entitlement claim, one case on defamation and employment, two on unjustified and unlawful suspension.

The financial implications of these cases are substantial, with several claims involving large sums of money. For instance, some cases have claims exceeding 20 million Vatu, highlighting the potential financial burden on the government.

These financial claims, if awarded, could impact the government's budget and allocation of resources, necessitating careful financial planning and risk management strategies to mitigate potential losses.

It is also imperative to note that there are also instance where urge claims made by claimants are quashed by Court for different reasons that the claims are not substantiated or the claims are invalid due to internal policies and legislations that guides the Public Service to perform its discretional powers.

The status of these cases varies, with many still in progress at court, while others have been finalized or settled. The ongoing nature of numerous cases suggests a prolonged legal process, which can be both time-consuming and costly for all parties involved. This prolonged litigation can also affect the morale and productivity of public servants, as unresolved disputes may create an atmosphere of uncertainty and tension within the workplace.

From a strategic perspective, the PSC and relevant government ministries need to address the root causes of these disputes to reduce the frequency of legal challenges. Implementing clear policies, providing adequate training, and ensuring transparent communication can help prevent misunderstandings and conflicts.

11.0 COMPLAIN MECHANISMS

Chapter 6 of the Public Service Staff Regulation Manual (PSSRM) on Managing Staff Disciplines, outlines the Public Service Complaint Mechanism, which is designed to address grievances and ensure fair treatment of public service employees. The mechanism provides a structured process for employees to lodge complaints regarding workplace issues, including misconduct, harassment, and unfair treatment. It emphasizes the importance of confidentiality and impartiality in handling complaints to protect the rights of all parties involved.

11.1 Managing Grievances

The grievance resolution process allows staff members to initiate a grievance for various reasons, such as unresolved issues or conflicts with a Director-General, Director, or equivalent position. The process also covers disciplinary offences listed in Appendix C of the Public Service Staff Regulation Manual (PSSRM), requiring affected parties to reach a mutual agreement in writing. Once an official complaint is received, the Secretary can appoint a Mediator within five days to resolve the dispute within ten working days.

The Mediator, who must have relevant experience and skills, is responsible for issuing a notice of grievances and scheduling the mediation session. Both parties must attend the session without legal representation. The Mediator produces a Memorandum of Mediation (MoM) outlining the discussions and settlement status, which is signed by both parties and submitted to the Secretary. If unresolved, the matter proceeds to the PSC disciplinary process.

The Mediator must remain neutral and impartial, promoting dialogue and assisting in dispute resolution. If a similar conflict reoccurs within three years, it is addressed through the PSC disciplinary process. The Mediator is entitled to an allowance, and the relevant Ministry or Department covers this cost. The Commission determines any additional mediation procedures not specified in the chapter.

11.2 Ministerial Disciplinary Committee (MDC)

The general procedures for handling disciplinary matters require ministries to establish a Ministerial Discipline Committee (MDC) to prevent issues and resolve performance or conduct-related problems at the earliest instance. Any internal disciplinary management system developed must be validated by the Commission. Disciplinary matters should only be referred to the Commission after attempts to resolve them within the ministry have failed. Serious misconduct can lead to suspension on half salary, and a preliminary assessment must be conducted within one week. If necessary, the employee may be temporarily transferred for up to two weeks for proper assessment. The OPSC must provide at least 28 days' notice of a hearing, and the Commission must confirm, vary, or quash the Disciplinary Board's decisions within 45 days.

11.3 Public Service Disciplinary Board

The Public Service Disciplinary Board can recommend decisions to the Commission, which may vary or quash these decisions if new evidence arises. Aggrieved staff members can appeal to the Supreme Court within 14 days of the Commission's final decision. If the Commission intends to terminate employment, a 14-day notice must be given for a written response. The removal of a Director General or Director must follow the Public Service Act and employment contract terms. Customary practices are recognized as mitigating factors but do not limit the disciplinary process. The Secretary may temporarily suspend a staff member if necessary, and disciplinary cases must be resolved within six months from the date of suspension.

A staff member dissatisfied with the final decision of the Commission on their disciplinary case has the statutory right to appeal to the Supreme Court within fourteen days of receiving written notice of the decision. This provides an additional layer of oversight and ensures that staff members have recourse if they believe the decision was unjust.

In cases of serious misconduct involving the Secretary of the Public Service Commission, the Chairman or Acting Chairman must report the matter to the Commission immediately. The Commission then suspends the Secretary and refers the case to the Public Service Disciplinary Board (PSDB) or appoints an independent investigative panel.

The Secretary is given an opportunity to respond to the allegations before the matter proceeds. The investigative panel must complete its investigation within 30 working days and submit a report, which is then reviewed by the Commission. The Secretary is summoned to a hearing before an independent panel, and the decision is documented and served to both the Secretary and the Commission.

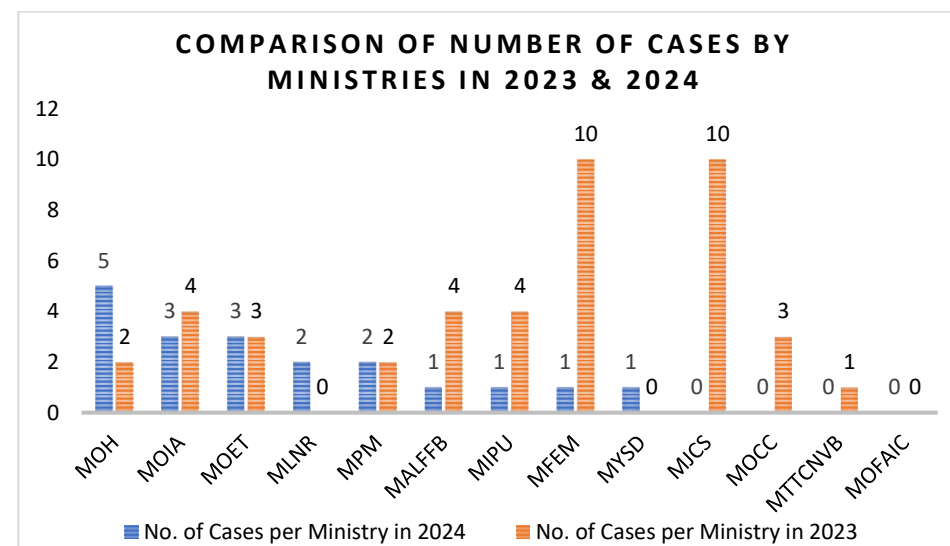
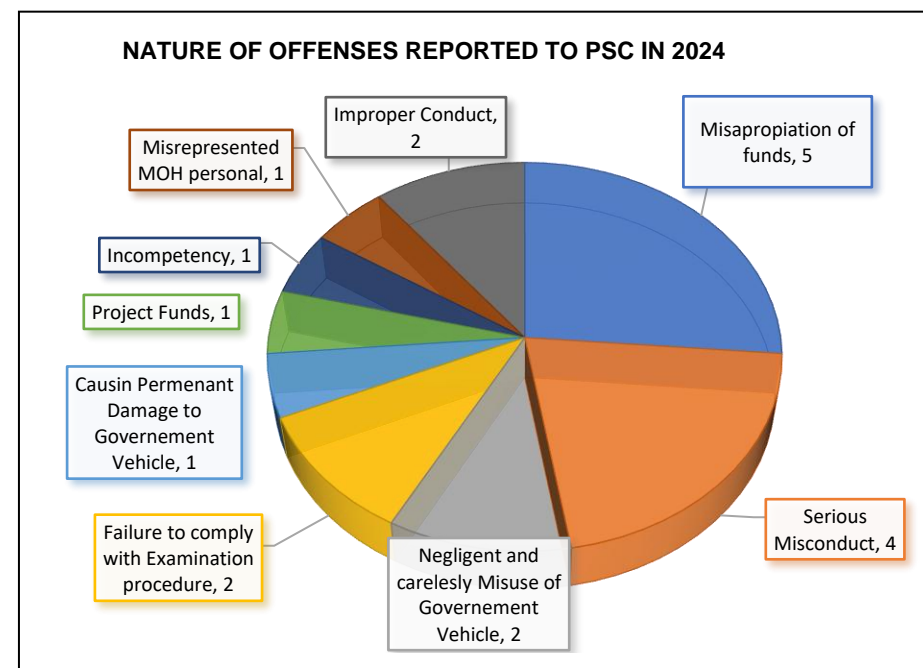
It is important that no one attempts to influence the Commission or the PSDB in any disciplinary case. This ensures the integrity and impartiality of the disciplinary process.

Any person found attempting to influence the process commits a disciplinary offence. However, individuals may make representations or appear as witnesses if requested by the Commission or the PSDB, ensuring that all relevant information is considered in the decision-making process.

Refer to Chapter 6 of the Public Service Staff Regulation Manual for more details: <https://psc.gov.vu/index.php/access-to-information/public-service-staff-manual-pssm>

11.4 Compliance and Investigation Statistics 2024

The Office of the Public Service Commission recorded a total of 19 new cases in 2024. According to the first pie chart, the majority of the cases recorded in 2024 relates to misappropriation of funds, serious misconduct followed by negligence & misuses of Government vehicles and improper conduct in the workplace.



Out of the 19 cases recorded, the table below shows the different stage of the discipline cases.

Progress of Cases 2024	No. of officers
<i>SMDR Submitted</i>	1
<i>Termination</i>	2
<i>Pending commission decision</i>	3
<i>Reinstatement</i>	4
<i>Appointment of Investigation Panel</i>	2
<i>Pending SMDR</i>	1
<i>Findings of Investigation</i>	1
<i>Pending Investigation</i>	1
<i>Pending of Assessment Report of Investigation Panel</i>	1
<i>PSDB</i>	3
Total	19



OPSC Officers posing after the Planning Workshop

Appendix C of the PSSRM - Offences

(a) Acts of Serious Misconduct Warranting Immediate Suspension

The following offences are regarded as acts of serious misconduct that warrant immediate suspension of a public servant from office if they occur:

- **Theft:** Theft of government assets or personal properties within government premises.
- **Unauthorized Use of Government Vehicle:** Use without proper authorization or a valid driving license.
- **Tampering with GPS Installations:** Removal of GPS installations.
- **Unauthorized Use of Government Assets:** Use of government vehicles by unauthorized persons, removal of government assets.
- **Negligence:** Failure to exercise due care in the performance of duties.
- **Misappropriation of Funds:** Misuse of government funds.
- **Misuse of Government Properties:** Includes government vehicles, email, office, etc.
- **Private Business During Work Hours:** Involvement in private business activities during official working hours.
- **Accidents Under Influence:** Causing an accident with a government vehicle while under the influence of alcohol.
- **Dishonesty:** Acts of dishonesty in the workplace.
- **Substance Abuse:** Inability to work due to consumption of non-prescription drugs, kava, alcohol, or other toxic substances.
- **Breach of Confidentiality:** Unauthorized disclosure of confidential information.
- **Insubordination:** Refusal to obey orders from superiors.
- **Insolence:** Rude or disrespectful behavior.
- **Physical Assault:** Engaging in physical assault within the workplace.
- **Abusive Language:** Use of abusive language within the workplace.
- **Sexual Harassment:** Engaging in sexual harassment within the workplace.
- **Breach of Fidelity and Trust:** Breach of implied duties such as fidelity and trust.
- **Extramarital Affairs:** Engaging in extramarital affairs during official working hours or using government assets to entertain such affairs.
- **Forgery:** Forging official documents.
- **Criminal Offences:** Committing a criminal offense in the country of training.
- **Failure of Courses:** Failing courses and remaining under the Director's management.
- **Social Media Misconduct:** Using social media to tarnish the reputations of government officials and policies.
- **Poor Performance:** Consistently poor job performance.
- **Unauthorized Training Attendance:** Attending long-term training without approval from the PSC.
- **Influencing Recruitment Decisions:** Attempting to influence recruitment panel decisions during the selection process.
- **Non-Compliance with Tenancy Agreement:** Failure to comply with the PSC tenancy agreement.
- **Absenteeism:** Absence from official duties without valid reasons.
- **Providing False Information:** Providing false information to influence decisions.
- **Other Offences:** Any other offences as may be determined from time to time by the Commission.

12.0 EQUITY

The Public Service Commission demonstrates a commitment to gender balance and equity in all its decisions and actions by implementing transparent procedures when advertising vacancies and ensuring inclusive recruitment practices. Through transparent job postings and recruitment processes, the Commission endeavors to attract a diverse pool of candidates, irrespective of gender or other demographic factors.

Additionally, the Commission actively promotes equal employment opportunities by employing both males and females across various positions within the public service, thereby fostering a balanced workforce reflective of the broader society. Moreover, the Commission's commitment extends to ensuring inclusivity by considering individuals with special needs, accommodating their requirements, and providing equal opportunities for employment and advancement within the public sector, thus championing equity and diversity in its workforce.

The Public Service Commission places significant value on the contributions of women in the workplace, recognizing their invaluable role in driving innovation, productivity, and diversity within the public sector. Over recent years, there has been a notable increase in the representation of females in leadership roles across various government departments, indicating a positive trend towards gender equality and empowerment within the public service.

In addition to workforce engagement, the PSC actively supports training and development programs for students and interns. These programs are designed to equip young professionals with the necessary skills and knowledge to excel in their careers. By providing these opportunities, the PSC helps to build a strong foundation for the future of public service, encouraging continuous learning and professional growth.

Furthermore, the PSC places a strong emphasis on promoting women in leadership roles within the public service. By implementing policies and initiatives that support women's advancement, the PSC strives to create a more equitable and representative leadership structure. This focus on gender equality in leadership not only empowers women but also enhances the overall effectiveness and responsiveness of the public service.



Figure 10: OPSC with Fiji Civil Service



Figure 11: OPSC Panel of Peers

13.0 CAPITAL EXPENDITURE

Certain transactions made in 2024 that falls under capital expenditures:

13.1. Land Acquisition

On February 16, 2024, the Public Service Commission (PSC) formalized a significant agreement with a Private Lesser in Luganville, for the sale and purchase of lease title 03/OJ94/071 for a value of 9.9 million vatu. This strategic acquisition marks the PSC commitments towards decentralizing government services in Luganville, Santo, recently declared economic Hub of Vanuatu.

The acquired space will be utilized to construct the Prime Minister's and Public Service Complex designed to centralize government operations. This complex aims to improve the efficiency and accessibility of public services and reduce the monthly rental costs that some government departments in Luganville are paying to private companies.

The design of the complex was developed, and the PSC is now in the process of acquiring funds from Development Partners to support this project. The total estimated cost for this project is over 226 million vatu and will contain an office for the Prime Minister's including a big office conference room and small office spaces that will also be used by Government Officials on transit to Luganville Santo or using its conference room for holding high level meetings.

13.2. Innovation and Policy Development Unit

The other capital expenditure costs for the PSC include the purchase of a new vehicle valued at 4.9 million vatu. This investment is essential for ensuring efficient transportation and mobility for the newly established Innovation and Policy Development Unit (IPDU). The vehicle will facilitate the unit's operations, enabling staff to travel for meetings, and other official duties.

In addition to the vehicle, the PSC spent around 2 million vatu for office furniture, computers, and stationery to equip the IPDU unit. These expenditures are useful for creating a functional and conducive work environment. By investing in these resources, the PSC aims to ensure that the IPDU unit is well-prepared to carry out its mandate and contribute to the public service broader goals.

13.3. Renovation of Government Houses

In 2024, the PSC undertook the renovation of seven government houses, with two located in Luganville, Santo, and five in Port Vila. These renovations were part of a broader initiative to improve the living conditions for government employees, ensuring that they have comfortable and well-maintained housing. The extensive work included structural repairs, upgrades to essential facilities, and enhancements to the overall aesthetics of the houses.

The total cost of these renovations amounted to over 88 million vatu, reflecting the significant investment made by the PSC. This budget also covered the purchase of new furniture for the houses, ensuring that each home is fully equipped with modern and functional furnishings. Part of the budget was also spent on salaries for 15 contracted builders and their travelling cost to and from Santo to carry out renovation work. By investing in these improvements, the PSC aims to provide a better quality of life for government employees, supporting their well-being and productivity. Additionally, this initiative is expected to generate revenue for the government.



Figure 12: Familiar faces of OPSC

14.0 FRAUD CONTROL

Public Service Commission maintains a strong stance against fraudulent activities within the Public Service. Therefore, there are no major cases of fraud reported to the Office of the Public Service Commission in 2024.

Figure 13: OPSC and US Embassy



15.0 CONTACT OFFICER



All correspondences or queries regarding this annual report should be addressed to the Secretary of the Public Service Commission.

Name	Position	Address	Contact
Mr. Stephane Bong	Acting Secretary - OPSC	VIPAM Office Ministry of Internal Affairs Compound, Independence Park PMB 9017, Port Vila Vanuatu	Phone: 33360 / 33195

16.0 APPENDICES

Appendix 1: Business Plan 2024 - Implementation Update

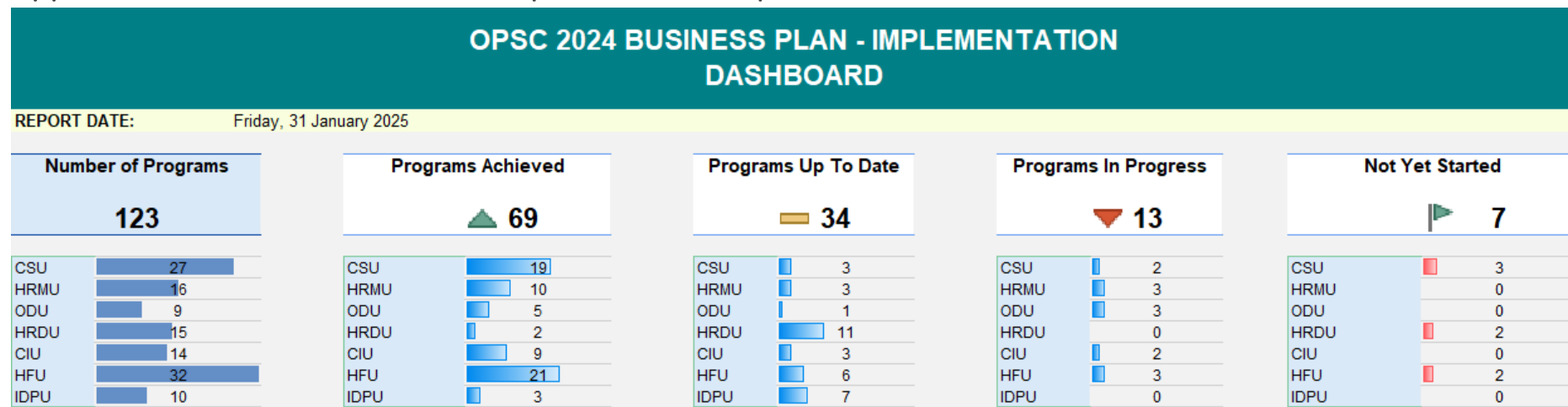


Figure 14: 2024 Business Plan Implementation Summary

2.1. Corporate Service Unit

CP OBJECTIVE	ACTIVITY NO	TASK	ASSIGNED TO	PROGRESS	STATUS
1.1	1	Revise Job Description based on competencies	Manager CSU and Senior Management Team	100%	Achieved
1.1	2	Financial management guideline	Principal Finance Officer	0%	Not Yet Started
1.1	3	Communication Strategy	Communication Officer	80%	In progress
1.1	4	Facilitate and conduct Awareness	Communication Officer and ICT Officer	0%	Not Yet Started

1.1	5	Secretariat to the Public Service Commission	Manager CSU / Principal Admin Officer	100%	Achieved
1.1	6	Annual Report 2023	Manager CSU	100%	Achieved
1.1	7	Business Plan 2025	Deputy Secretary / Manager CSU	100%	Achieved
1.1	8	Mid-year 2024 Business Plan review	Deputy Secretary/ Manager CSU	100%	Achieved
1.1	9	Corporate Plan Review	Deputy Secretary	10%	In Progress
1.1	10	Budget (Vatu) Preparation	Manager CSU & Principal Finance Officer	100%	Achieved
1.1	11	Public Service Day	Principal Administration Officer	100%	Achieved
1.1	12	Senior Executive Retreat	Manager CSU and Manager HRM	0%	Not Yet Started
1.1	13	Provincial operation budget (Sanma, Torba, Tafea, Malampa, Torba & Penama)	Principal Finance Officer	50%	Up to Date
1.1	14	Public Service Commissioners regional and international meetings	Manager CSU	100%	Achieved
1.1	15	Monthly bills	Principal Finance Officer	80%	Up to Date
1.1	16	Upgrade and purchase Office furniture and ICT tools	Principal Finance Officer	100%	Achieved
1.1	17	OPSC Recruitment	Principal Administration Officer	100%	Achieved
1.1	18	Establish Medical insurance for all Public Servants	Deputy Secretary and Medicare Taskforce	10%	In Progress

1.1	19	New Record Management System	Principal HRMIS Officer	100%	Achieved
1.1	20	Capacity Building for OPSC Officers	Manager CSU & Manager VIPAM & Manager IPDU	100%	Achieved
1.1	21	Strengthen relationship with partners	Manager CSU, Manager Compliance and Manager VIPAM	100%	Achieved
1.1	22	Outstanding Severance payment for OPSC Officers	Principal Administration officer	100%	Achieved
1.1	Additional Activity 1	PR Network Establishment	Senior Communication Officer	100%	Achieved
1.1	Additional Activity 2	Roadshow Support	CSU	100%	Achieved
1.1	Additional Activity 3	Presidential Award Logistics Support	CSU	100%	Achieved
1.1	Additional Activity 4	Procurement Support – Housing	CSU	100%	Achieved
1.1	Additional Activity 5	Employee Reassignment - Migration	CSU	100%	Achieved

2.2 Human Resource Management Unit

CP OBJECTIVE	ACTIVITY NO	TASK	ASSIGNED TO	PROGRESS	STATUS
2.1	23	Capacity building on new policies changes	Willie Kalmatak	95%	Up to Date
2.1	24	Senior Executive Officer competency-based Interview Guideline	Bonnie David and Florence Toa	10%	In Progress
2.2	25	Publication of Employment records	Letishia Ephraim	100%	Achieved
2.1	26	Establish PSC expert pool of local consultants	Morgan Garaesese	100%	Achieved
2.2	27	Draft HRD Plan Guideline	Stephane Bong	90%	Up to Date
2.2	28	Entitlement of ceased SEO's contract	Willie Kalmatak	100%	Achieved
2.6	29	Recruitment of SEO's	Bonnie David	98%	Up to Date
2.4	30	Capacity building	Willie Kalmatak	100%	Achieved
2.5	31	Individual Performance Audit/ feedback letters/ Senior Executive 2023 Performance Agreement	Florence Toa	100%	Achieved
2.4	32	Strengthen PS Human Resource Network	Willie Kalmatak	100%	Achieved
2.1	34	Support OPSC Main Office	Senior Provincial HRO's	100%	Achieved
2.1	33	Provincial Area of improvement	Senior Provincial HRO's	100%	Achieved

2.5	35	Performance Recognition	Florence Toa	100%	Achieved
2.5	36	Implementation of Competency based Performance Agreement	Florence Toa	20%	In Progress
2.1	37	Facilitate Provincial Vacant Positions	Florah Mele	10%	In Progress
	Additional Activity 1	Roadshow	HRMU	100%	Achieved

Performance Improvement Unit

CP OBJECTIVE	ACTIVITY NO	TASK	ASSIGNED TO	PROGRESS	STATUS
3.1	38	Assist Ministries and Departments strengthening their performance through Planning and Reporting	Manager ODU	100%	Achieved
3.1	39	Planning and Reporting Guideline training	-	100%	Achieved
3.5	40	Reviewing Provincial Structures	-	100%	Achieved
3.4	41	Restructuring	-	75%	Up to Date
3.4	42	Implement Competency Framework	-	40%	In Progress
3.4	43	Develop competency-based Job Description with line agencies	-	40%	In Progress
3.4	44	Job Family Framework	-	100%	Achieved
3.4	45	Support the Implementation of GRT review and placement	-	100%	Achieved

3.4	46	Evaluate the implementation of 2023 Institutional Capacity Assessment result	-	80%	in Progress
3.1	Additional Activity 1	Roadshow	HRMU	100%	Achieved

Human Resource Development Unit

CP OBJECTIVE	ACTIVITY NO	TASK	ASSIGNED TO	PROGRESS	STATUS
4.1	47	Establish Operation of VIPAM as a PSET provider	PT, SQAQ	80%	Up to Date
4.1	48	Deliver Accredited Courses	Manager VIPAM, PT, SQAQ, ST	50%	Up to Date
4.1	49	Facilitate and deliver capacity development program (Inservice Training)	PT, ST	90%	Up to Date
4.1	50	Facilitate capacity development program (Bilateral arrangement)	PODS, SSO	100%	Achieved
4.1	51	Facilitate Capacity development program (Multilateral arrangement)	POSD, SSO	90%	Up to Date
4.1	52	Implement the Internship program	PSDO, SDO	90%	Up to Date
4.1	53	Facilitate School-Work based Placement Program	PSDO, SDO	90%	Up to Date
4.1	54	Establish and renew strong partnership with stakeholders	Manager VIPAM	80%	Up to Date

4.3	55	Create training and development baseline data	Manager, POSD, PT, STO, SDO, SSO, AO, ASO	0%	Not Yet Started
4.1	56	Co-facilitate Career's Day event	VIPAM Officers	100%	Achieved
4.1	57	Capacity building for VIPAM Staff	Manager VIPAM	60%	Up to date
4.1	58	Implement the NHRDP in the Public Service	PSDO, PT	60%	Up to Date
4.1	59	Schedule and organise VIPAM Board meetings	Manager VIPAM	80%	Up to Date
4.4	60	Provide Clear information to Commission through Submissions	Manager, POSD, PT, STO, SDO, SSO, SQAQ	60%	Up to Date
4.1	61	Recruitment of Senior Development Officer	Manager VIPAM, Manager CSU	0%	Not Yet Started

Compliance and Investigation Unit

CP OBJECTIVE	ACTIVITY NO	TASK	ASSIGNED TO	PROGRESS	STATUS
5.1	62	Public Service Act-Review [Cap246]	Manager CIU	100%	Achieved
5.1	63	Litigation claim	Manager and Principal Compliance Officer	100%	Achieved
5.1	64	Conduct awareness program	Manager and Principal Compliance Officer, Administration Officer	80%	Up to Date
5.1	65	Establish case Management System (CMS)	Principal Compliance, Investigation Officer	30%	In Progress
5.1	66	Managing Discipline	Principal Disciplinary Officer	100%	Achieved

5.1	67	Managing complaints	Principal Compliance Officer	100%	Achieved
5.1	68	Undertaking Investigation	Principal Investigator	90%	Up to Date
5.1	69	Providing Instruction to Attorney General Office	Manager CIU	100%	Achieved
5.1	70	Develop series of case summaries	Compliance Officer	10%	In Progress
5.1	71	Public Service Disciplinary Board Meetings	Principal Disciplinary Office	100%	Achieved
5.1	72	Strengthen Compliance Network	Manager CIU	90%	Up to Date
5.1	Additional Activity 1	Review of PSSM	Compliance officer	100%	Achieved
5.1	Additional Activity 2	Independent Disciplinary Panel	Compliance officer	100%	Achieved
5.1	Additional Activity 3	Strengthen relationship with partners	Compliance Officer	100%	Achieved

Fleet and Housing Unit

CP OBJECTIVE	ACTIVITY NO	TASK	ASSIGNED TO	PROGRESS	STATUS
6.1	73	Develop and Implement Fleet Management Policy	Manager HFU, PFO	100%	Achieved
6.1	74	Valuation of government vehicles	Manager HFU, PFO, SFO, DO	100%	Achieved

6.1	75	Review FMC Functions	Manager HFU, PFO	100%	Achieved
6.1	76	Assist PWD with Roadworthiness Inspection of government vehicles	PFO, SFO	100%	Achieved
6.1	77	PSC owned GPS Platform	Manager HFU, PFO	50%	Up to Date
6.1	78	Budget for phone call cycle for Fleet Unit	PFO, SFO	100%	Achieved
6.1	79	Fleet Management Committee	Manager HFU, PFO, SFO, DO	100%	Achieved
6.1	80	Fleet Uniform & gears	PFO, SFO, DO	60%	Up to Date
6.1	81	Fleet Data System	Manager HFU, PF, DO	100%	Achieved
6.1	82	Fleet Unit Maintenance Budget	Manager HFU, PFO, SFO	100%	Achieved
6.1	83	PSC to assist with three vehicles for major economic hub areas (south santo 1 and Malo and Municipality), Sanma Province	Manager HFU, PFO, SFO	40%	In Progress
6.1	84	OPSC to increase its Fleet Pool in Sanma Province	Manager HFU, PFO, SFO, DO, Sanma FO	40%	In Progress
6.1	85	"PILOT BOAT & TUGBOAT for Ports & Harbor International Warf in Santo"	Manager HFU	100%	Achieved
6.1	86	Update records of government vehicle incidents/After official hours application form	PFO, SFO, DO	100%	Achieved

6.1	87	Approval of Rental Cars upon urgent request	PFO, SFO, DO, Sanma FO	100%	Achieved
6.1	88	Generate and provide GPS Reports	PHO, SHO	100%	Achieved
6.1	89	Chapter 8 Housing Workshop/ Induction	Manager HFU	100%	Achieved
1.1	90	Staff Capacity Development/Building	Manager HFU	80%	Up to Date
6.1	91	Allocation of Fleet and Housing Budget towards Provincial HRO's Cost Centre	Manager HFU, PHO	80%	Up to Date
6.1	92	Develop Housing Management Policy	Manager HFU, PHO, SHO, DO, Sanma HO	100%	Achieved
6.2	93	Renovation of Government Residential Houses	Manager HFU, SHO, DO, Sanma HO	80%	Up to Date
6.2	94	Housing Inspection	PHO, SHO, DO, Sanma HO	100%	Achieved
6.2	95	Housing Audit (Occupying/reimbursement and VG rent)	Manager HFU, PHO, SHO	100%	Achieved
6.2	96	Tender Renovation of Government Residential Houses	Manager HFU, PHO, SHO, DO, Sanma HO	100%	Achieved
6.2	97	Housing Data System	PHO, SHO, DO, Sanma HO	60%	Up to Date
6.2	98	Government Tenancy Housing Contracts	Manager HFU, PHO, SHO, Sanma HO	0%	Not Yet Started

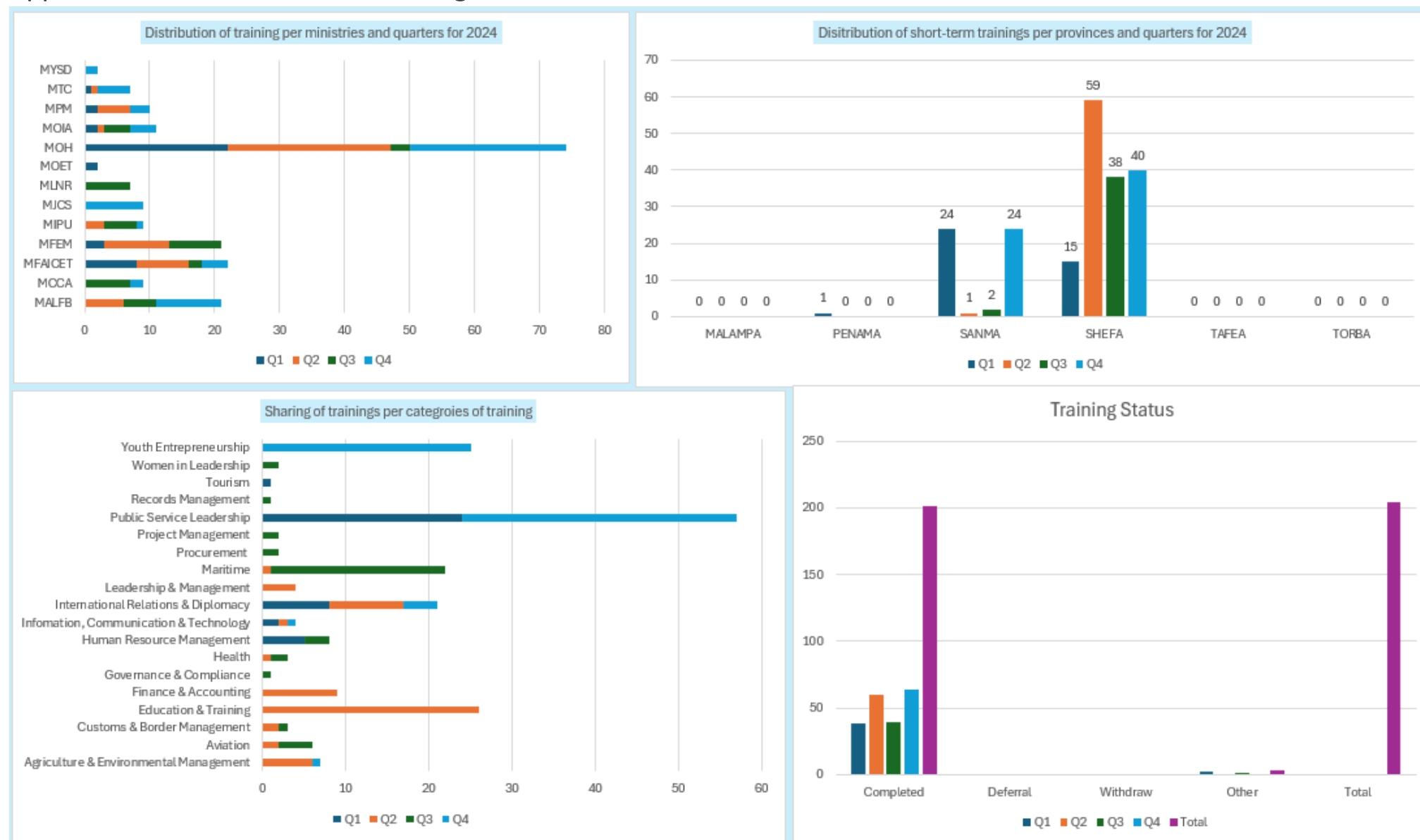
6.2	99	Harbour Master Housing Allowance to be ceased	Manager HFU, PHO, SHO, Sanma HO	0%	Not Yet Started
6.2	100	Renovation of NPH Laundry building	Manager HFU, PHO, SHO, Sanma HO	20%	In Progress
6.2	101	Permanent Office Space for OGCI, LABOUR, COOPERATIVE, CLMO, DWA, TOURISM, BIOSECURITY, ELECTORAL, CRIME, YOUTH & SPORTS, OPSC SANMA & INDUSTRY	Manager HFU, PHO	100%	Achieved
6.2	102	Possibility to Access Housing Revenue for Renovation	PHO, SHO	100%	Achieved
6.2	103	Chapter 8 Housing Workshop/ Induction	Manager HFU	100%	Achieved
6.2	104	Review F&H JD'S base on Competencies Framework	Manager HFU, PFO	100%	Achieved

Innovations and Development Unit

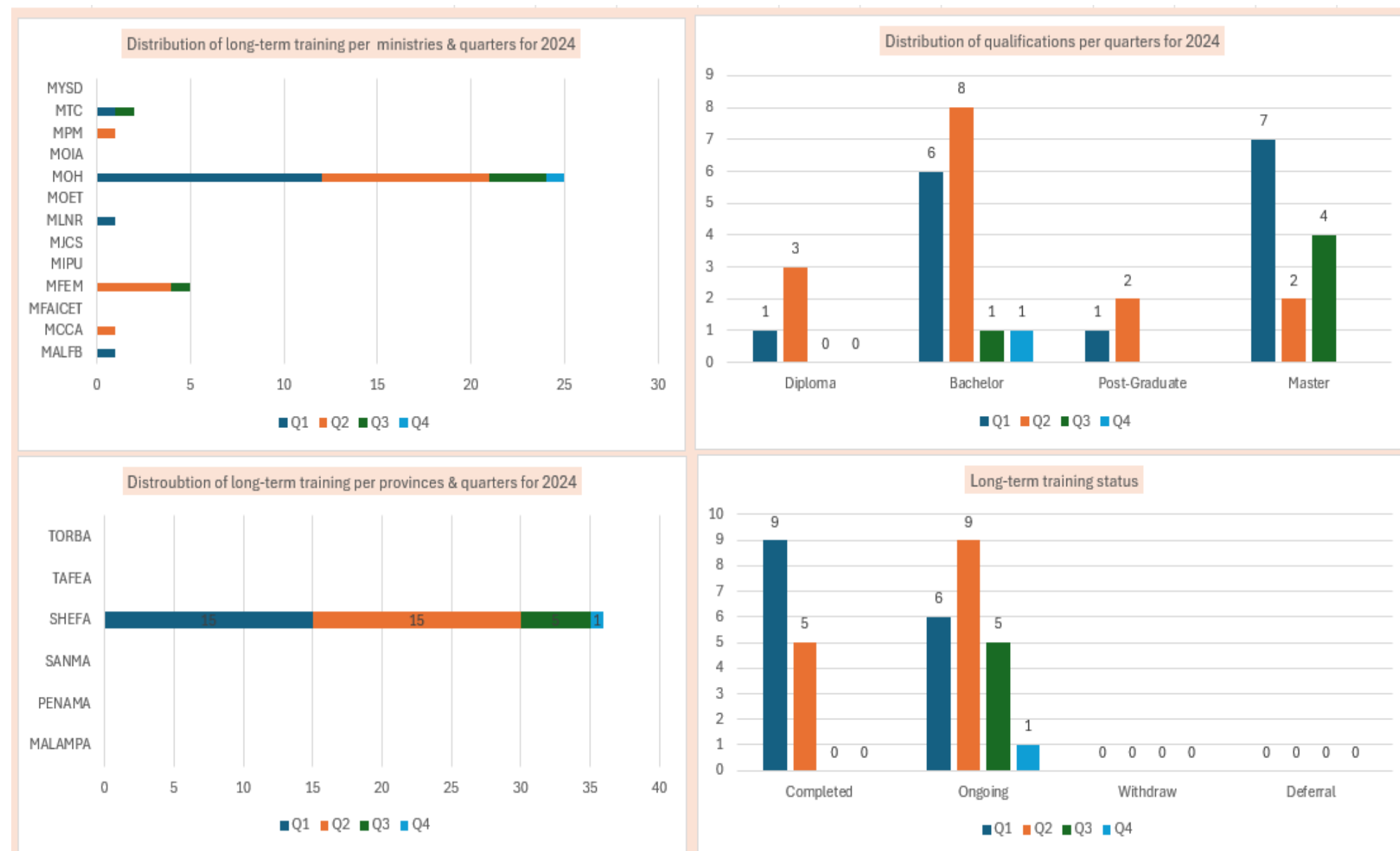
CP OBJECTIVE	ACTIVITY NO	TASK	ASSIGNED TO	PROGRESS	STATUS
1.1.7	105	Recruit two IPDU Officers	Principal Administration Officer	100%	Achieved
1.1.7	106	Allocate Office space for the new IPDU Unit	Principal Finance Officer	100%	Achieved
1.1.7	107	Implementation of HRMIS	Principal HRMIS, Director IPDU	50%	Up to Date

1.1.7	108	Standardize Corporate structure and carry out a Job evaluation of all corporate team	Consultant, IPDU	80%	Up to Date
1.1.7	109	Organizational Restructuring of the Public Service	Consultants x 3, Identified Pro in PSC	50%	Up to Date
1.1.7	110	Budgeting Program and Activity Costing account training	IPDU, MOF, MALFB	50%	Up to Date
1.1.7	111	Monthly Capacity building and mentoring of OPSC staff and Networking Groups	Principal IT, OPSC Managers, IPDU	80%	Up to Date
1.1.7	112	Review of Organizational Performance Management Systems	IPDU	80%	Up to Date
1.1.7	Additional Activity 1	Conduct Customer Satisfaction Survey	IPDU	100%	Achieved
1.1.7	Additional Activity 2	Conduct Performance Appraisal Survey	IPDU	100%	Achieved

Appendix 2: 2024 Short Term Training Data



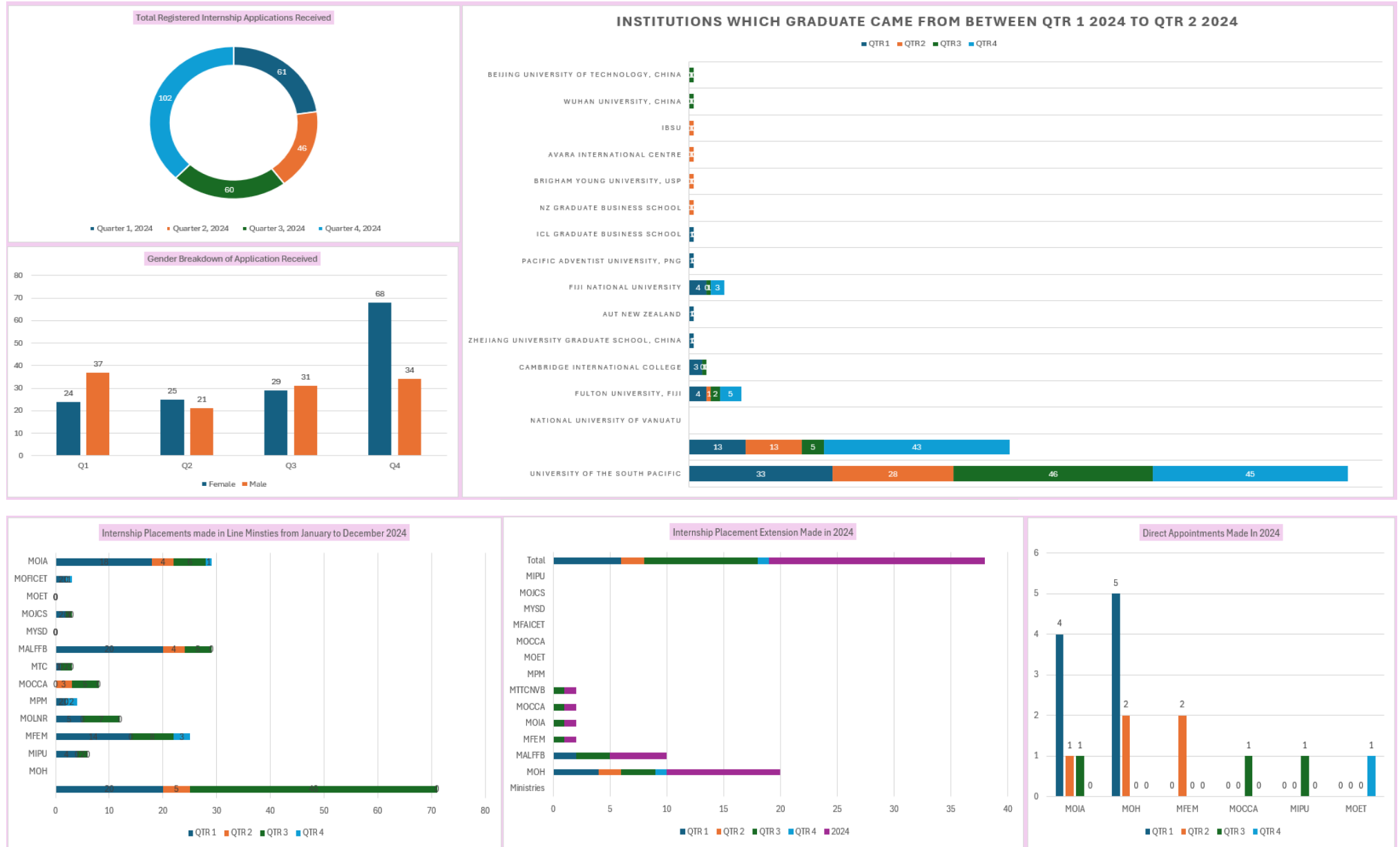
Appendix 3: 2024 Long Term Training Data



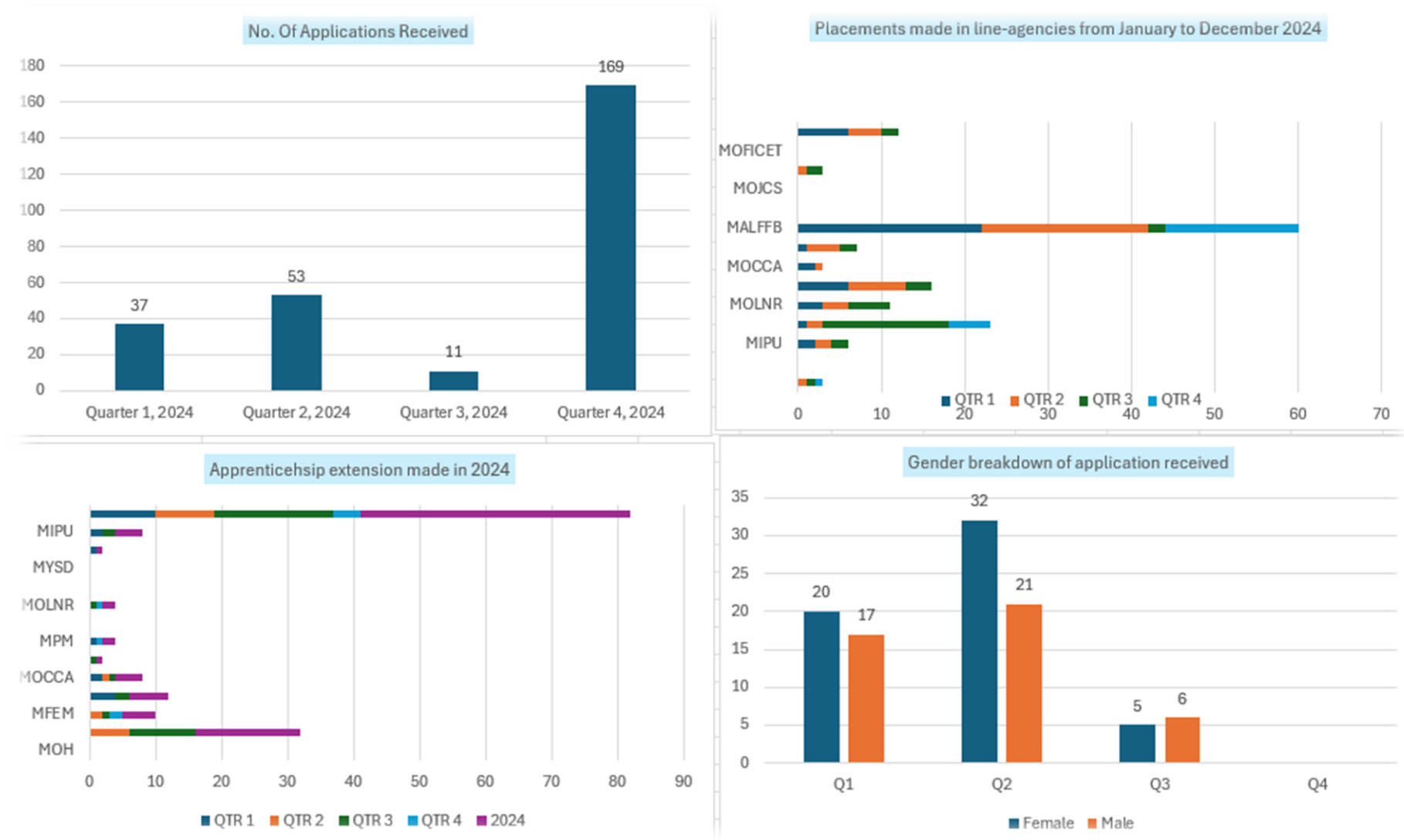
Appendix 4 - Training and Curriculum Program 2024



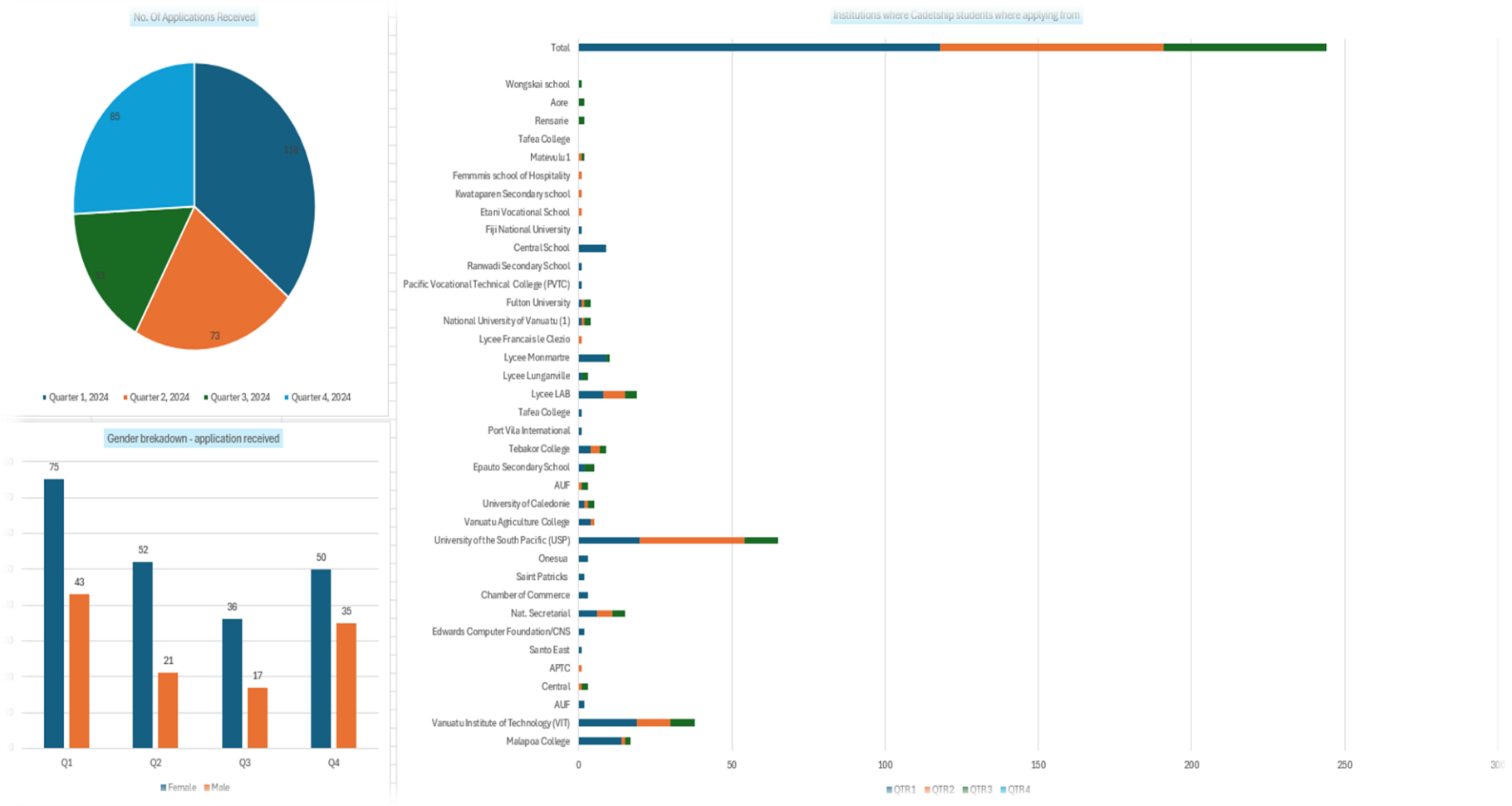
Appendix 5 – Statistics of Internship Program 2024



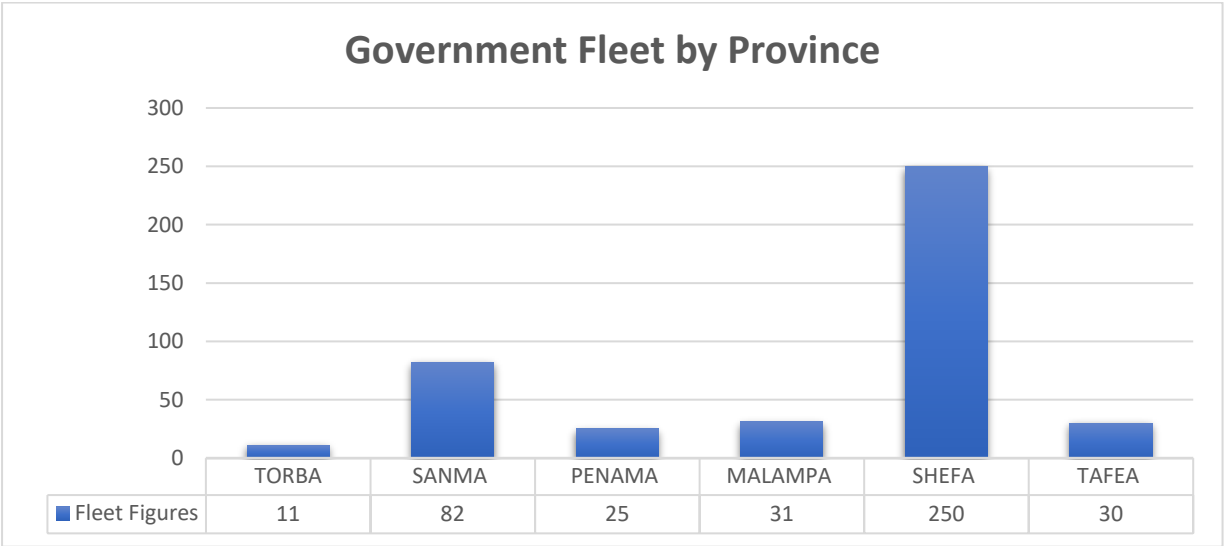
Appendix 6 – Apprenticeship Placement 2024



Appendix 7 – Cadetship Program 2024



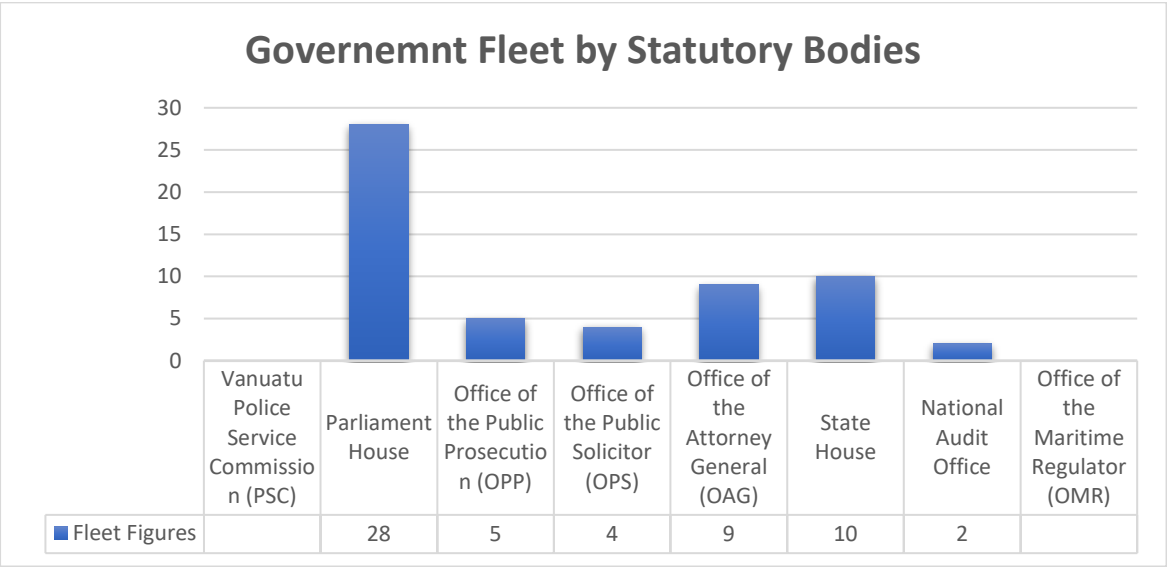
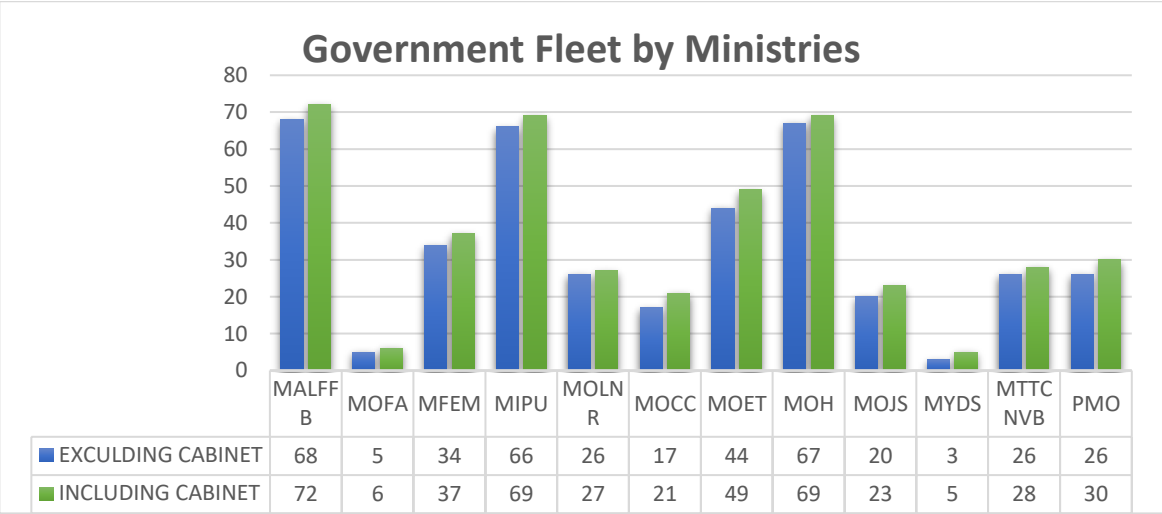
Appendix 8 - Government Fleet by Province, Ministries and Statutory Bodies Analysis



Government Fleet by Province recorded a total of 429 fleets altogether. The Shefa province recorded the highest number of fleets with a total of 250 fleets. That showed 58.3% of government fleet recorded in Shefa province. However, knowing that Shefa province holds the capital city of Vanuatu therefore the province recorded the highest. The second highest number of government fleet is Sanma Province, they recorded a total of 82 fleets in 2024. With a percentage of 19.1 %. And the lowest government fleet recorded in Torba Province with a total of 11 fleets and that recorded a 2.6% lowest compared to other provinces.

The Government Fleet by Ministries recorded the fleet figures across all the 13 ministries and the record showed the government fleet including Cabinet and Departments, the green bar on the chart represents that fleet data. And another record showed the government fleet excluding Cabinet, but the data collected was for the departments only. Therefore, the blue bar represents the fleet data.

Looking at the Line Ministries, the top 3 ministries that recorded the highest fleets were MALFFB, MIPU and MOH. All three ministries recorded over 60 fleets altogether. The lowest ministries that recorded lowest fleets were MOFA and MYDS. Both ministries recorded 10 below in number of fleets.

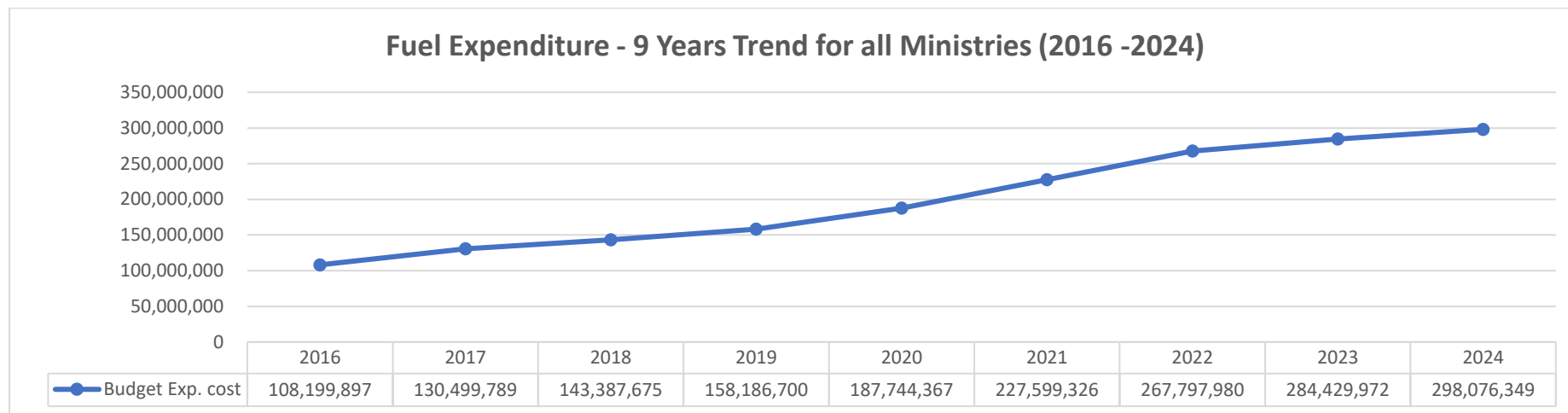


Government Fleet by Statutory Bodies recorded across 7 statutory bodies only. However, they are more statutory bodies which they should be included in this fleet data records.

Therefore, the record showed the highest fleet was recorded under Parliament House. A total of 28 fleets altogether with a percentage of 48.3%. The lowest fleet recorded under the National Audit office with a percentage of 3.4%. The data collected will be more relevant if we collect all the records from the statutory bodies.

Government Fleet Expenditure Analysis

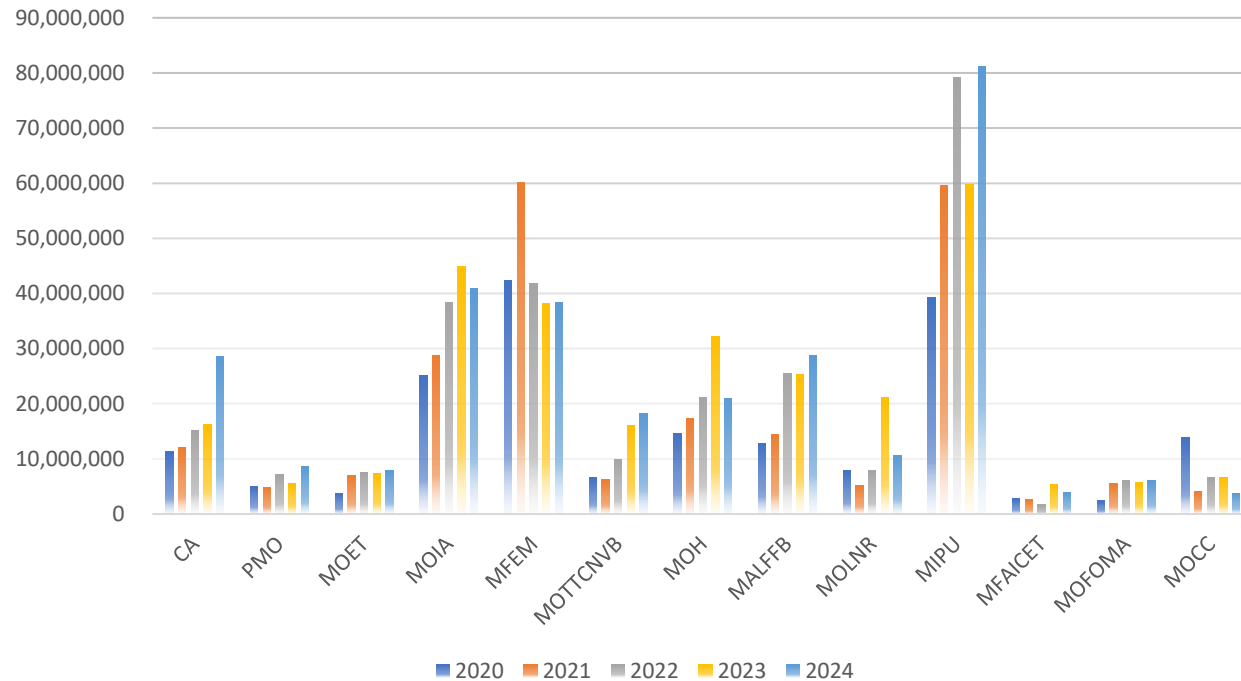
- Fuel Expenditure Trend for the past 9 years.



The Government fleet expenditure analysis recorded on 2 activities only. The fuel expenditure and the additional vehicle expenditure. The above chart showed the fuel expenditure trend of 9 years for all the ministries.

The COM Decision number 124 of 2016, decision number 2(g) recommended for a single fuel provider to implement a fuel management system. However, the chart above showed no better fuel management system in place. Since 2016, the fuel expenditure tent to increase every year to date. The trend percentage the fuel expenditure increased was average at 82.5% to 95.4%. The expenditure figure showed in 2016 recorded over VT108 million and after 4 years the expenditure figure showed in 2021 recorded over VT227 million and last year 2024 the expenditure figure recorded over VT298 million. An increase of 47.5% from 2016 to 2021. So that proves to us that the COM Decision 124 of 2016 on decision number 2(g) is not implemented.

FUEL EXPENDITURE - 5 YEARS TREND FOR ALL MINISTRIES (2000 - 2024)

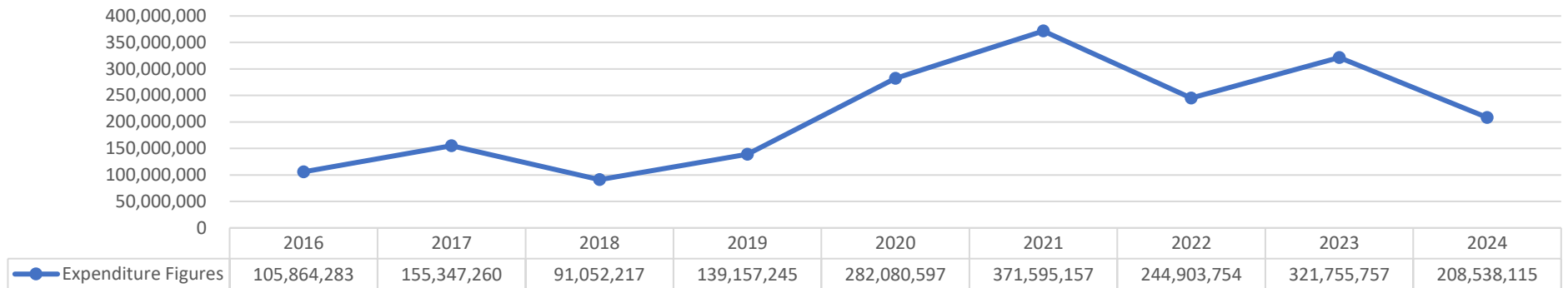


The above chart showed the Government fleet fuel expenditure trend for over the 5 years showing all the ministries expenditures. The highest fuel expenditure was recorded under the MIPU, the second highest was MFEM, and the third highest was MOIA. The ministry that recorded lowest fuel expenditure is MFAICET.

The MIPU recorded in 2020 the fuel expenditure of VT39.3 million, in 2021 the fuel expenditure increased to VT59.6 million, in 2022 the fuel expenditures increased to VT79.1 million, in 2023 the fuel expenditure decreased to VT59.8 million and last year the fuel expenditure increased to VT81.2 million.

- Additional Vehicle Trend

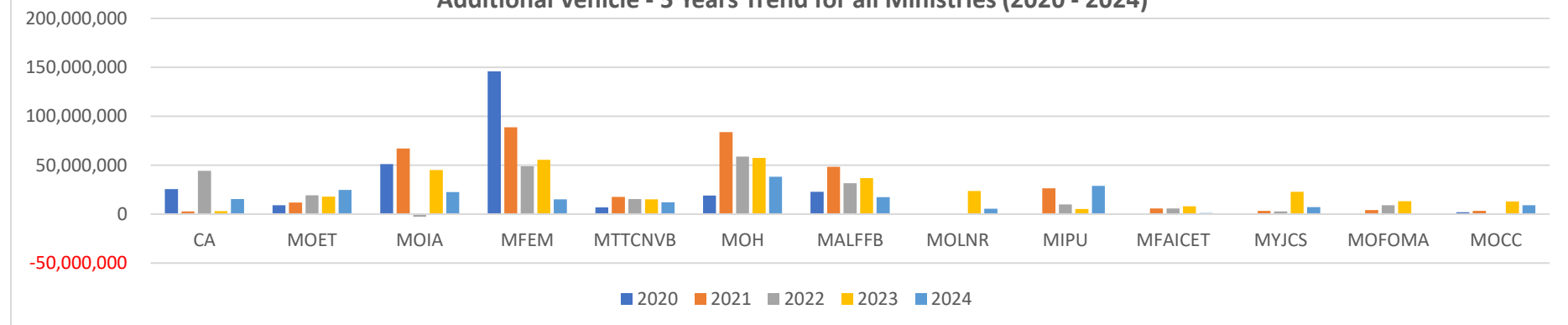
Additional Vehicle Expenditure - 9 Years Trend for all Ministries (2016 - 2024)



The Government expenditure on additional vehicle analysis showed that the expenditure fluctuates over 9 years period. According to the COM Decision 124 of 2016 recommended to establish Government Fleet Management Division and they also recommended to standardize the fleet purchasing pool and even gave direction and powers tom Fleet Management Division.

However, after the 2016 the additional vehicle purchasing expenditure increased, then the expenditure dropped in 2018 and increased again from 2019 to 2021. Then dropped in 2022 and increase a little again in 2023 then last year the expenditure dropped again so the expenditure fluctuates over time. The large increase in expenditure from 2018 to 2021 on additional vehicle purchasing was 24.5% as per the bar chart above.

Additional Vehicle - 5 Years Trend for all Ministries (2020 - 2024)

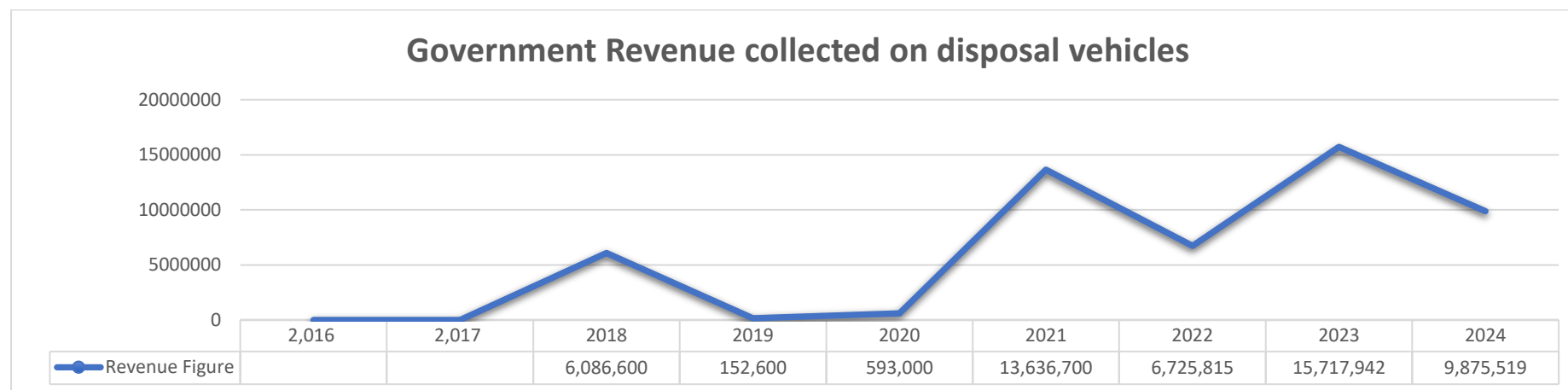


The above chart showed the Government fleet purchased expenditure trend for over the 5 years showing all the ministries expenditures. The highest additional vehicle expenditure was recorded under the MFEM, the second highest was MOH, and the third highest was MOIA and MALFFB. The ministry that recorded the lowest additional vehicle expenditure is MOLNR.

The MFEM recorded in 2020 the additional vehicle expenditure of VT145.9 million, in 2021 the additional vehicle expenditure decreased to VT88.6 million, in 2022 the additional vehicle expenditures decreased to VT49.0 million, in 2023 the additional vehicle expenditure increased to VT55.5 million and last year the additional vehicle expenditure decreased to VT15.1 million

Government Fleet Revenue Analysis

- Government Fleet Disposal Revenue Trend



The Government Fleet Revenue was very small in terms of what the record in Smart Stream have recorded. The bar chart above showed a revenue collection trend over 9 years periods started in 2016 to 2024. Again, the revenue trend fluctuates overtime and recorded increased in 2020 over to 2021 then dropped again. The total revenue collected in government fleet disposal in 2020 was VT593 thousand and in 2021 the total revenue collected was VT13.6 million so a large increase in the revenue figure which is good, and revenue remains higher as 2023 the revenue collected was VT15.7 million and later last year the revenue dropped again by 62.8% but remains higher above VT9 million.

Appendix 9: 2024 Individual Appraisal Assessment Report

Introduction

As per Public service staff Manual chapter 10 section B which clearly outline the process of individual staff performance and Article 60 (1) of the constitution provides for the functions of the Public Service Commission which states that the Public Service Commission shall be responsible for the appointment and promotion of public servants, and the selection of those to undergo training courses in Vanuatu or overseas.

The Public Service Act Section 4 (J) 8 (j) provides for the Purpose of the Public Service, the Object of the Act and the Guiding Principles of the Public Service. One of the Guiding Principles of Public Service stipulated in the Public service staff manual is to focus on achieving results and managing performance and an Objective of the Commission is that it determines a persons' merit for appointment or promotion to a post or salary increment, and must be to the standard and efficiency of work performance, in addition to formal qualifications and training; and personal qualities including conduct and the skill and ability to perform the duties and responsibilities of the post.

General Process of Performance Management

The general process of Performance Appraisal of a staff member are as follows:

- (a). An annual work plan must be established based on the Business plan and Job Description by the appraiser and appraisee.
- (b). Upon the consent of the appraiser and appraisee, including the reviewer, the work plan is signed by all parties before submission to the OPSC by February 28 each year.
- (c) A mid-year review is conducted by the appraiser and appraisee, along with the reviewer, before submitting to the relevant Director or Director General-by 30th June each year.
- (d) An end of year review must be conducted by the appraiser and appraisee prior to endorsement of the reviewer.
- (e) After the endorsement of the reviewer, the performance appraisal must be submitted to the OPSC by 31st December of each year.
- (2) An employee or staff member who contravenes this section commits a disciplinary offence.

Therefore, there are a total of 2,961 permanent officers' altogether under 54 different Departments & 13 Line Ministries which are obliged to submit their 2024 staff's individual performance appraisals.

Guiding Principles of Individual Performances Management System

In alignment with the guiding principles of the Public Service and the Public Service Commission, the PSC Performance Management Policy must address the following principles:

- (a) A reporting officer must consistently and continuously provide an honest and evidenced-based feedback to enable monitoring and adjustment of performance.
- (b) The Public Service must endeavor to attract and retain individuals who align with its vision, strategic goals, and objectives, committing themselves to contribute to their achievement.
- (c) Staff members responsible for conducting performance management must undergo appropriate training to effectively fulfil their roles.

The Process flowchart below clearly defines the different steps or processes, and the allocated timeframe set to conduct the Performance Appraisals of permanent officers within a financial year.

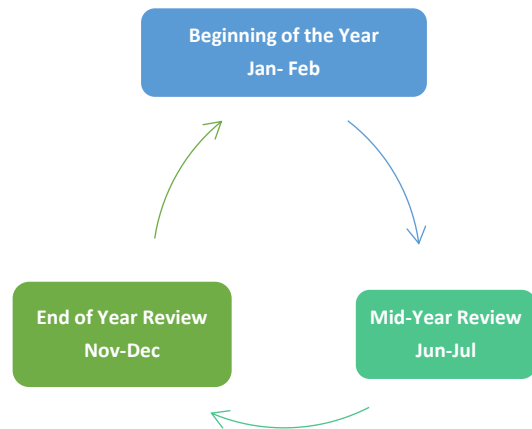
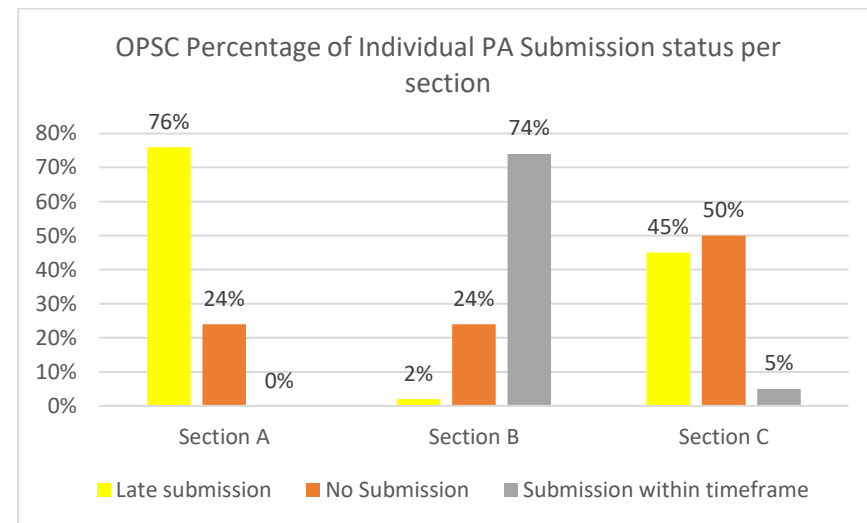


Figure 15: Process Flow use for SEOs Performance Agreement
Planning, Implementation, Monitoring and Evaluation

Result of the 2024 Individual Performance Assessments

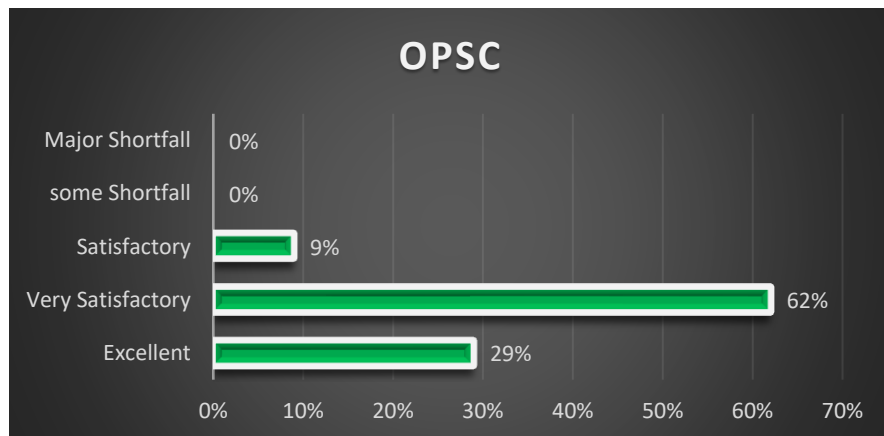
Below are the results of 2024 Performance Assessments per Departments & Ministries.

OFFICE OF THE PUBLIC SERVICE COMMISSION



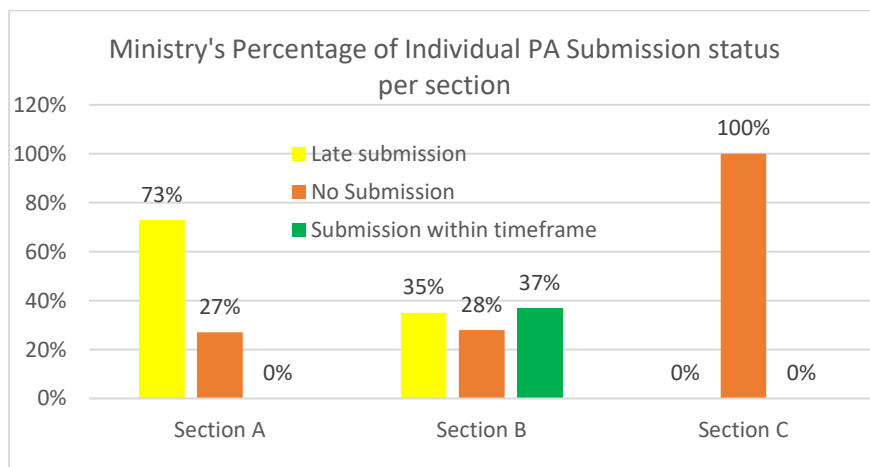
Out of a total of 40 permanent officers requiring annual 2024 performance appraisals, we have received 74% submission within timeframe particularly for section B and 5% for section C. However, 76% late submissions for section A & 2% late submissions for section B & 45% late submissions for section C. A total of 24% with no submission at all for section A, 24% for

section B & 50% for section C. Overall only 50% completed PA submissions for OPSC for 2024.

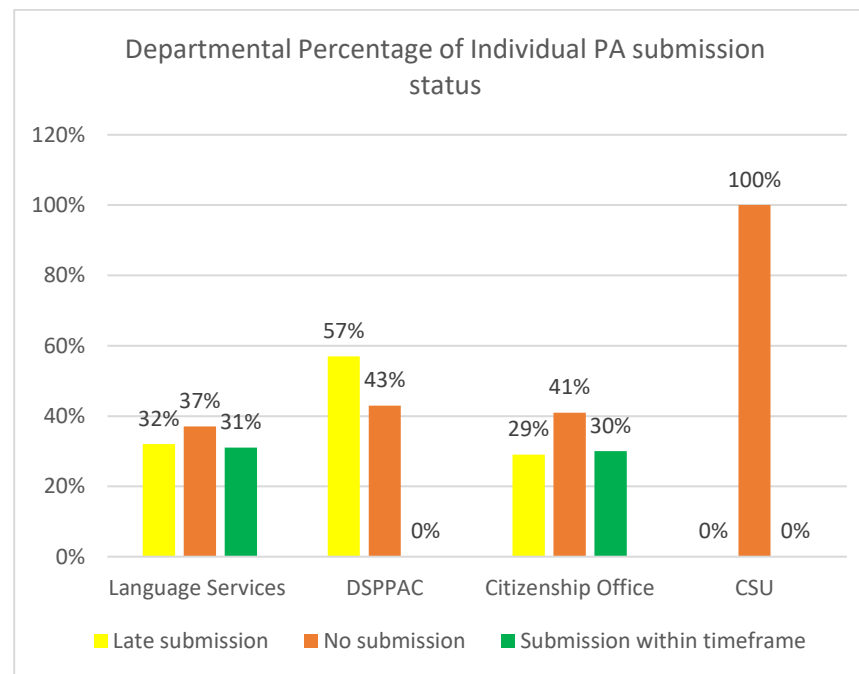


Out of a total of 21 permanents staffs who have completed and submitted Performance Appraisals for the year 2024. Only 24% with the performance rating of Excellent, 62% with Very Satisfactory ratings, & 9% with the performance ratings of Satisfactory.

MINISTRY OF PRIME MINISTER

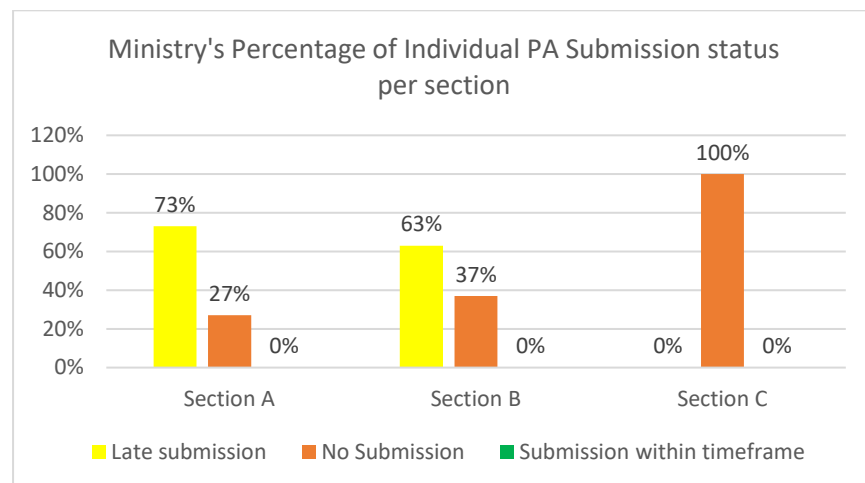


Out of a total of 60 permanent officers requiring annual 2024 performance appraisals, we have only received 37% submission within timeframe particularly for section B. However, 73% late submissions for section A & 35% late submissions for section B. A total of 27% with no submission at all for section A, 28% for section B & 100% for section C. Overall no completed PA submissions for Prime Minister's Office for 2024

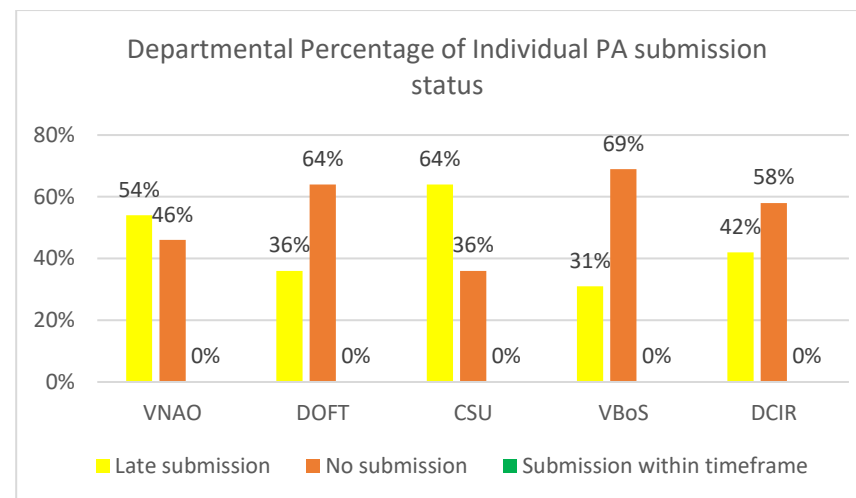


Out of the 16 permanent officers within the Department of Language Services we have an average of 32% with late submissions, 37% with no submissions at all & 31% who have submitted within timeframe specifically for section B. Out of the 25 permanent officers within the Department of Strategic, Policy, Planning & Aid Coordination we have an average of 57% with late submissions, 43% with no submissions at all & non have submitted within timeframe. Out of the 8 permanent officers within the Citizenship Office we have an average of 29% with late submissions, 41% with no submissions at all & 30% who have submitted within timeframe specifically for section B. Out of the 11 permanent officers within the Corporate Service Unit we have not received any submissions at all.

MINISTRY OF FINANCE & ECONOMIC MANAGEMENT

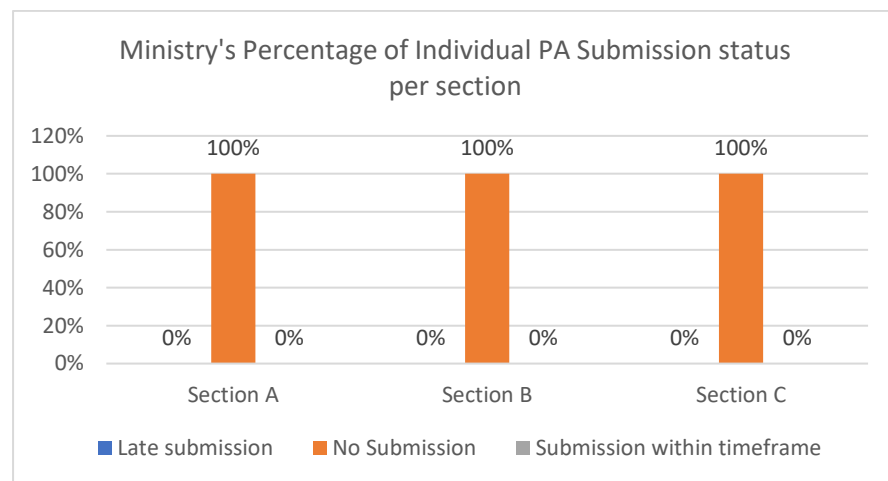


Out of a total of 344 permanent officers requiring annual 2024 performance appraisals, we have not received any submission within timeframe. However, 73% late submissions for section A & 63% late submissions for section B. A total of 27% with no submission at all for section A, 37% for section B & 100% for section C. Overall no completed PA submissions for Ministry of Finance & Economic Management for the year 2024.

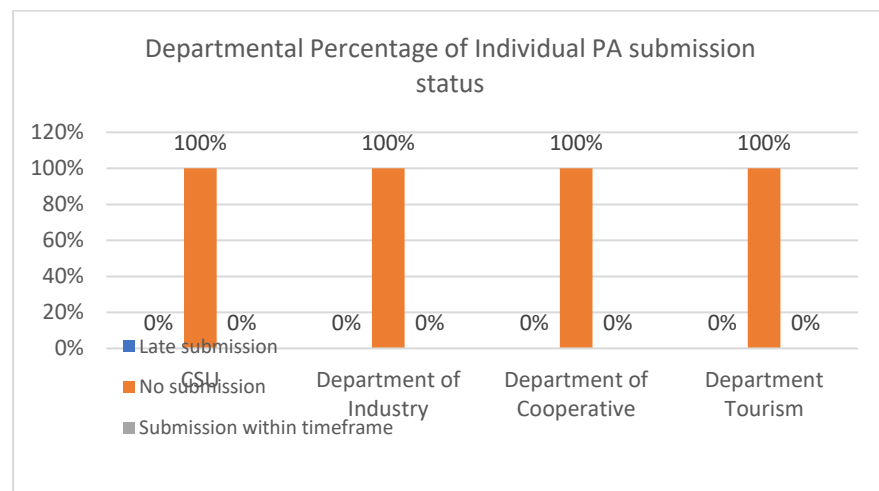


Out of the 16 permanent officers within the Vanuatu National Audit Office we have an average of 54% with late submissions, 46% with no submissions at all and non-have submitted within timeframe. Out of the 117 permanent officers within the Department of Finance & Treasury we have an average of 36% with late submissions, 64% with no submissions at all & non have submitted within timeframe. Out of the 12 permanent officers within the Corporate Service Unit we have an average of 64% with late submissions, 36% with no submissions at all and non-have submitted within timeframe. Out of the 47 permanent officers within the Vanuatu Bureau of Statistics we have an average of 31% with late submissions, 69% with no submissions at all and non-have submitted within timeframe. Out of the 152 permanent officers within the Department of Customs & Inland Revenue we have an average of 42% with late submissions, 58% with no submissions at all and non-have submitted within timeframe.

MINISTRY OF TRADE, TOURISM, INDUSTRY & COOPERATIVE

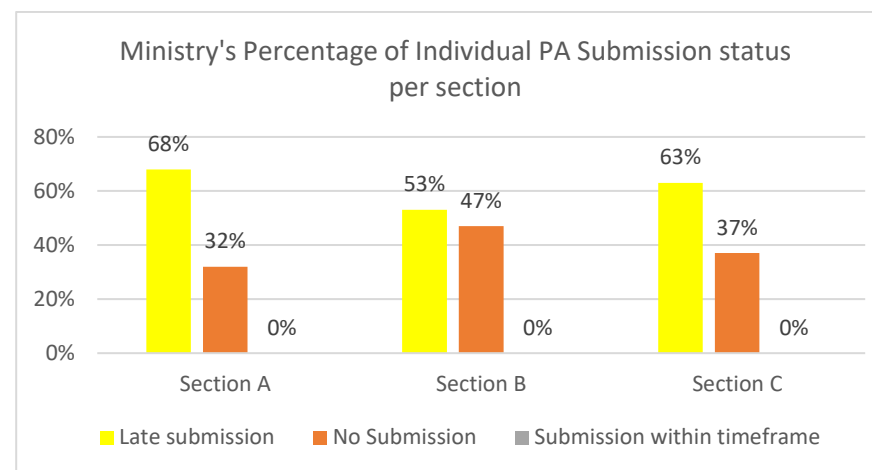


Out of a total of 82 permanent officers requiring annual 2024 performance appraisals, we have not received any submission within timeframe. However, no submissions at all for A, B & C. Overall no completed PA submissions for the Ministry of Trade, Tourism, Industry & Cooperative for the year 2024.

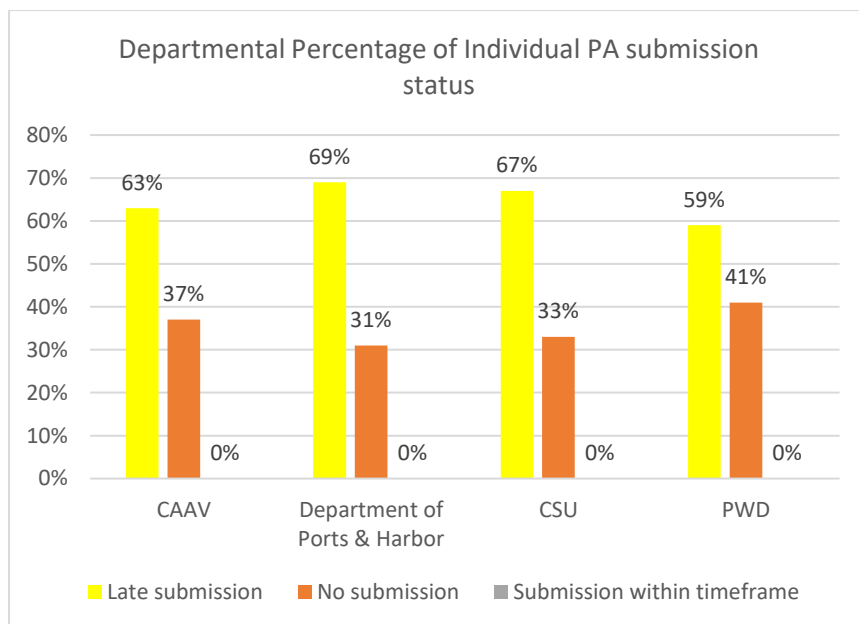


Out of the 14 permanent officers within the Corporate Service Unit we have not receive any submission at all for section A, B, & C. Out of the 23 permanent officers within the Department of Industry we have not receive any submission at all for section A, B, & C. Out of the 23 permanent officers within the Department of Cooperative we have not receive any submission at all for section A, B, & C. Out of the 22 permanent officers within the Department of Tourism we have not receive any submission at all for section A, B, & C

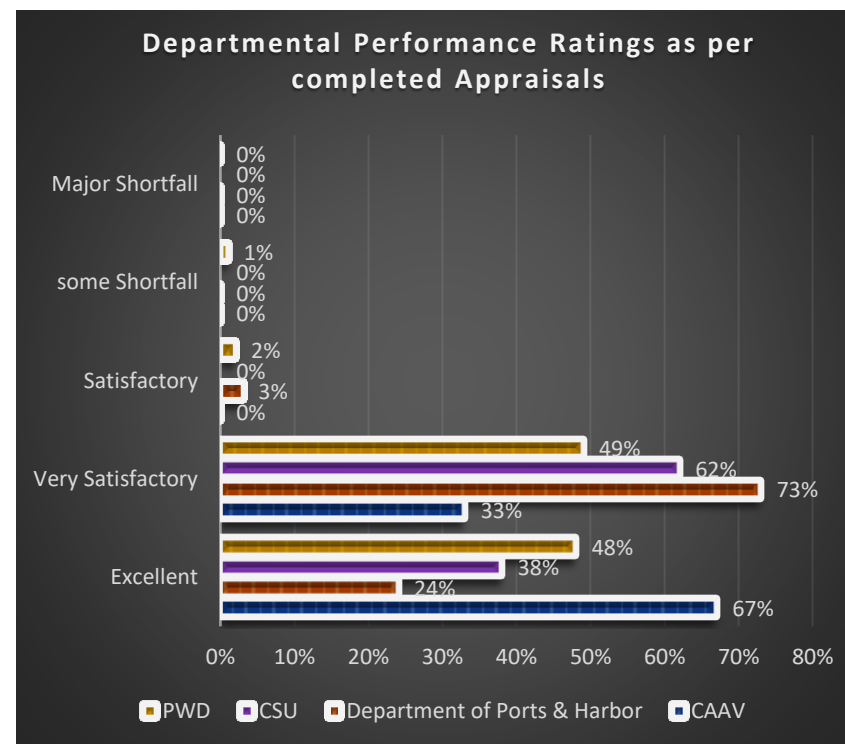
MINISTRY OF INFRASTRUCTURE & PUBLIC UTILITIES



Out of a total of 273 permanent officers requiring annual 2024 performance appraisals, we have not received any submission at all within timeframe. However, 68% late submissions for section A, 53% late submissions for section B & 63% late submission for section C. A total of 32% with no submission at all for section A, 47% for section B & 37% for section C.

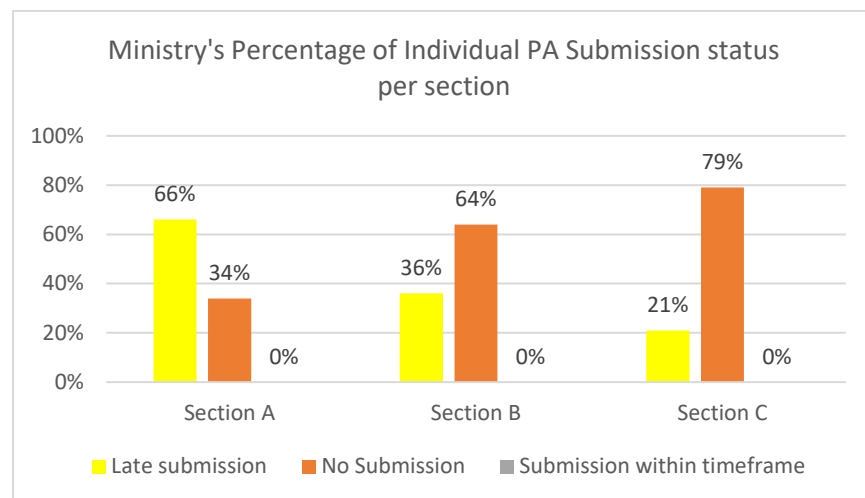


Out of the 18 permanent officers within the Civil Aviation Authority we have an average of 63% with late submissions, 37% with no submissions at all and non-have submitted within timeframe. Out of the 44 permanent officers within the Department of Ports & Harbor we have an average of 69% with late submissions, 31% with no submissions at all & non have submitted within timeframe. Out of the 12 permanent officers within the Corporate Service Unit we have an average of 67% with late submissions, 33% with no submissions at all and non-have submitted within timeframe. Out of the 199 permanent officers within the Department of Public Works we have an average of 59% with late submissions, 41% with no submissions at all and non-have submitted within timeframe.

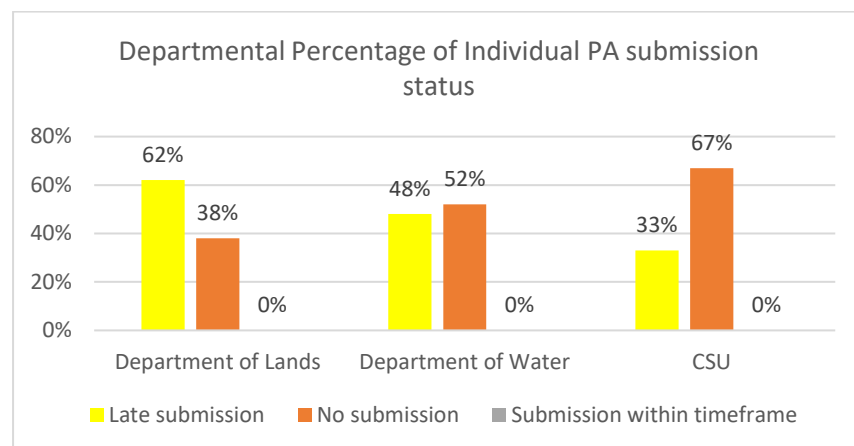


Out of a total of 15 permanents staffs under the Civil Aviation Authority who have completed and submitted Performance Appraisals for the year 2024. A total of 67% with the performance rating of Excellent, 33% with Very Satisfactory ratings. Out of a total of 33 permanents staffs under the Department of Ports & Harbor who have completed and submitted Performance Appraisals for the year 2024. Only 24% with the performance rating of Excellent, 73% with Very Satisfactory ratings & 3% with the satisfactory ratings. Out of a total of 12 permanents staffs under the Corporate Service Unit who have completed and submitted Performance Appraisals for the year 2024. Only 38% with the performance rating of Excellent, and 62% with Very Satisfactory ratings. Out of a total of 199 permanents staffs under the Department of Public Works who have completed and submitted Performance Appraisals for the year 2024. Only 48% with the performance rating of Excellent, 49% with Very Satisfactory ratings, 2% with the satisfactory ratings & 1% with some shortfall.

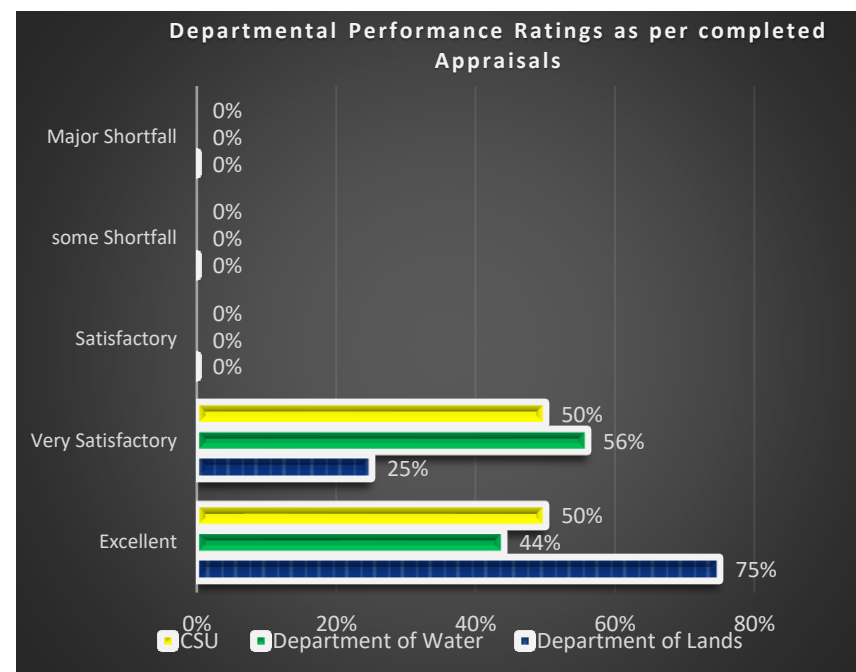
MINISTRY OF LANDS & NATURAL RESOURCES



Out of a total of 114 permanent officers requiring annual 2024 performance appraisals, we have not received any submission at all within timeframe. However, 66% late submissions for section A, 36% late submissions for section B & 21% late submission for section C. A total of 34% with no submission at all for section A, 64% for section B & 79% for section C.

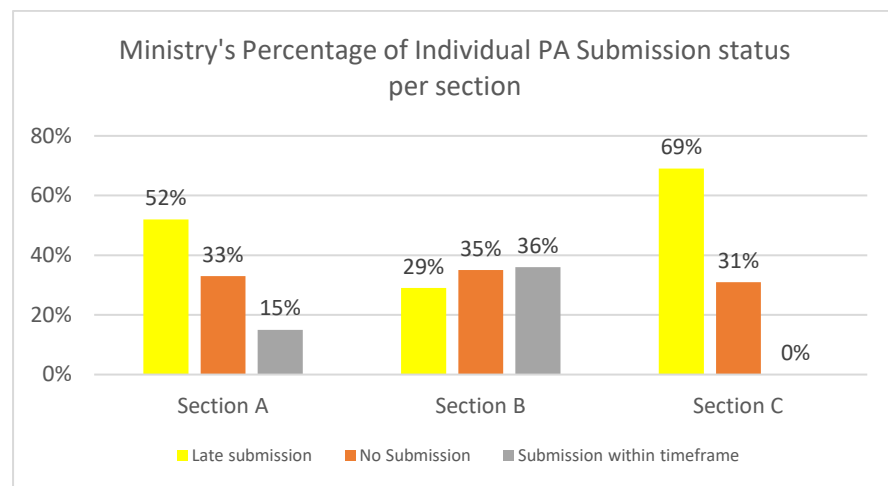


Out of the 48 permanent officers within the Department of Lands we have an average of 62% with late submissions, 38% with no submissions at all and non-have submitted within timeframe. Out of the 55 permanent officers within the Department of Water we have an average of 48% with late submissions, 52% with no submissions at all & none have submitted within timeframe. Out of the 11 permanent officers within the Corporate Service Unit we have an average of 33% with late submissions, 67% with no submissions at all and non-have submitted within timeframe.

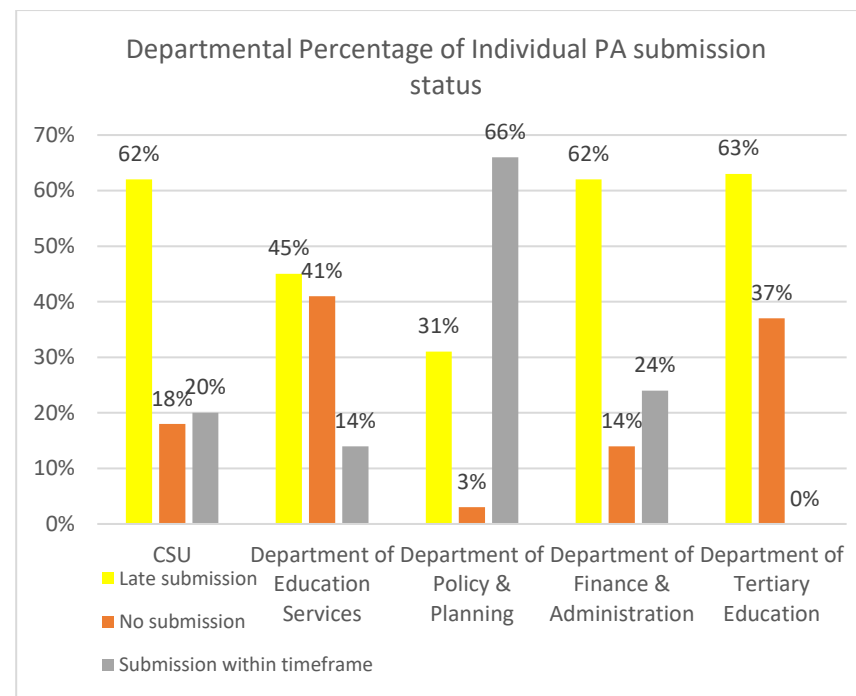


Out of a total of 4 permanents staffs under the Department of Lands who have completed and submitted Performance Appraisals for the year 2024. A total of 75% with the performance rating of Excellent, and 25% with Very Satisfactory ratings. Out of a total of 18 permanents staffs under the Department of Water who have completed and submitted Performance Appraisals for the year 2024. Only 44% with the performance rating of Excellent, and 56% with Very Satisfactory ratings. Out of a total of 2 permanents staffs under the Corporate Service Unit who have completed and submitted Performance Appraisals for the year 2024. Only 50% with the performance rating of Excellent and 50% with Very Satisfactory ratings.

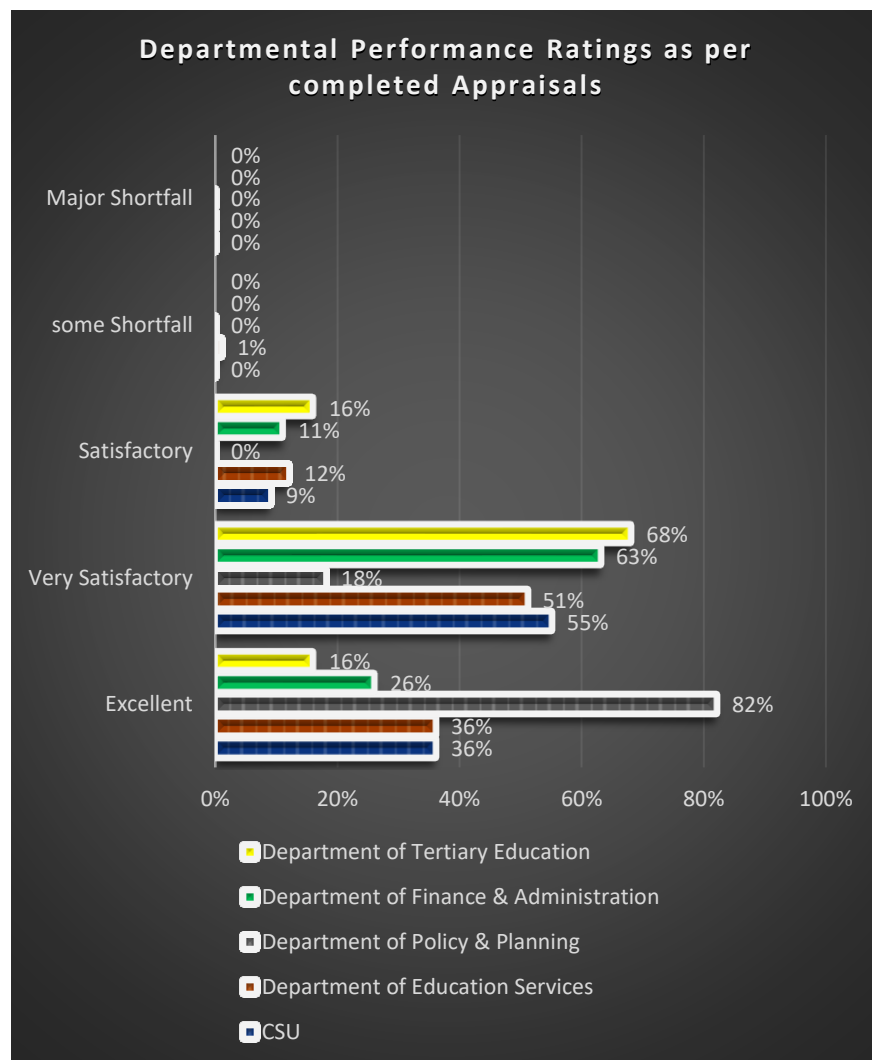
MINISTRY OF EDUCATION & TERTIARY



Out of a total of 195 permanent officers requiring annual 2024 performance appraisals, we have received 15% submission within timeframe for section A & 36% submission within timeframe for section B. However, 52% late submissions for section A, 29% late submissions for section B & 69% late submission for section C. A total of 33% with no submission at all for section A, 35% for section B & 31% for section C.



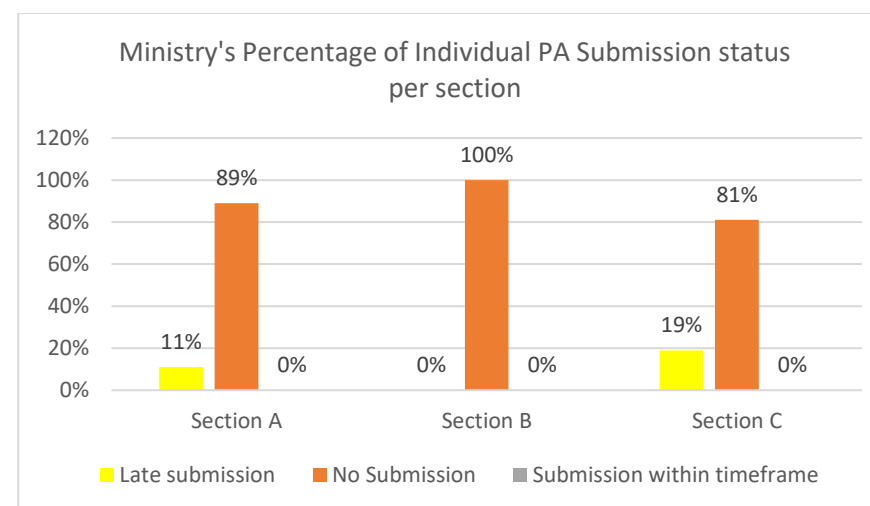
Out of the 15 permanent officers within the Corporate Service Unit we have an average of 62% with late submissions, 18% with no submissions at all and 20% have submitted within timeframe. Out of the 117 permanent officers within the Department of Education Services we have an average of 45% with late submissions, 41% with no submissions at all and 14% have submitted within timeframe. Out of the 12 permanent officers within the Department of Policy & Planning we have an average of 31% with late submissions, 3% with no submissions at all and 66% have submitted within timeframe. Out of the 23 permanent officers within the Department of Finance & Administration we have an average of 62% with late submissions, 14% with no submissions at all and 24% have submitted within timeframe. Out of the 28 permanent officers within the Department of Tertiary Education we have an average of 63% with late submissions, 37% with no submissions at all and non-have submitted within timeframe.



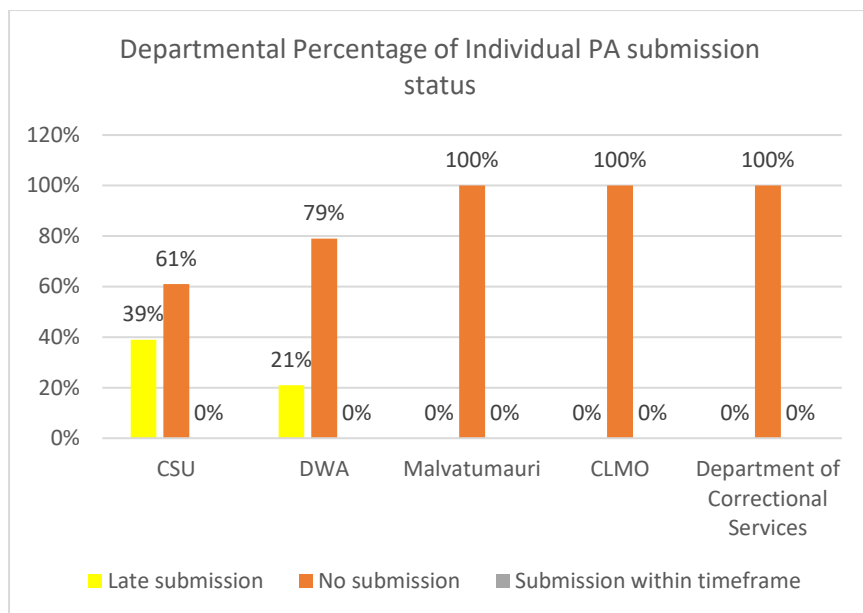
Out of a total of 11 permanents staffs under the corporate service Unit who have completed and submitted Performance Appraisals for the year 2024. A total of 36% with the performance rating of Excellent, 55% with Very Satisfactory ratings, and 9% with Satisfactory ratings. Out of a total of 75 permanents staffs under the Department of Education services who have

completed and submitted Performance Appraisals for the year 2024. Only 36% with the performance rating of Excellent, 51% with Very Satisfactory ratings, 12% with satisfactory ratings, and 1% with some shortfall. Out of a total of 11 permanents staffs under the Department of Policy & Planning who have completed and submitted Performance Appraisals for the year 2024. A total of 83% with the performance rating of Excellent and 18% with Very Satisfactory ratings. Out of a total of 19 permanents staffs under the Department of Finance & Administration who have completed and submitted Performance Appraisals for the year 2024. Only 26% with the performance rating of Excellent, 63% with Very Satisfactory ratings, and 11% with satisfactory ratings. Out of a total of 19 permanents staffs under the Department of Tertiary Education who have completed and submitted Performance Appraisals for the year 2024. Only 16% with the performance rating of Excellent, 68% with Very Satisfactory ratings, and 16% with satisfactory ratings.

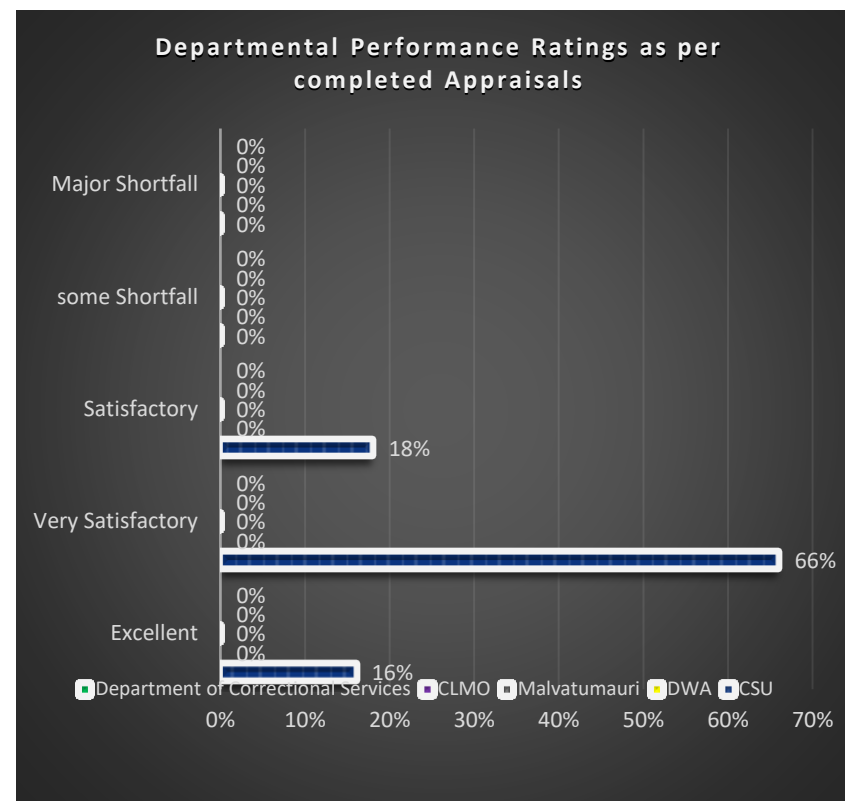
MINISTRY OF JUSTICE & COMMUNITY SERVICES



Out of a total of 171 permanent officers requiring annual 2024 performance appraisals, we have not received any submission at all within timeframe for section A, B & C. However, 11% late submissions for section A and 19% late submission for section C. A total of 89% with no submission at all for section A, 100% for section B & 81% for section C.

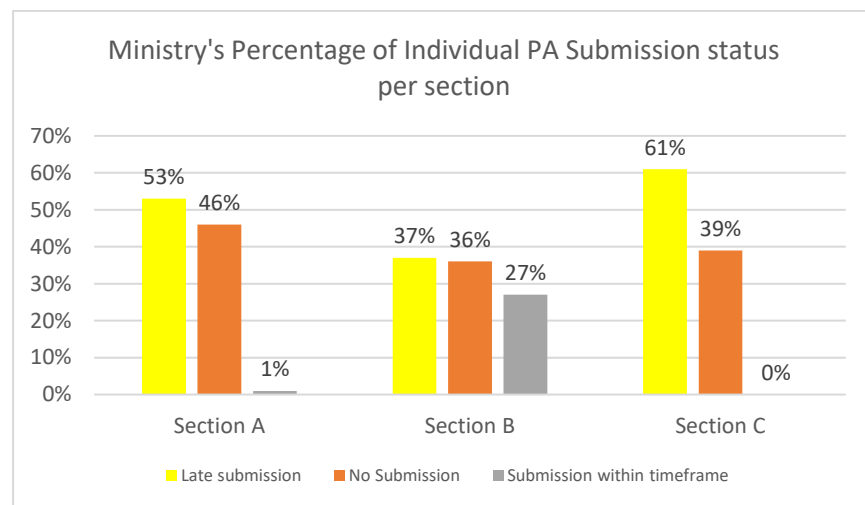


Out of the 37 permanent officers within the Corporate Service Unit we have an average of 39% with late submissions, 61% with no submissions at all and non-have submitted within timeframe. Out of the 11 permanent officers within the Department of Women's Affairs we have an average of 21% with late submissions, 79% with no submissions at all and non-have submitted within timeframe. Out of the 9 permanent officers within the Malvatumauri Council of Chiefs we have not received any submissions at all. Out of the 9 permanent officers within the Customary Land Management Office we have also not received any submissions at all. Out of the 105 permanent officers within the Department of Correctional Services we also have not received any submissions at all.

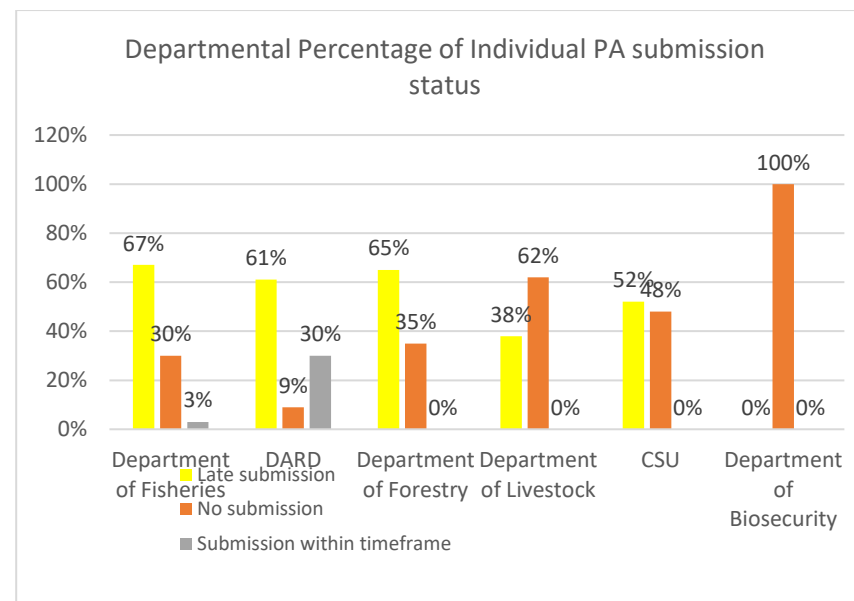


Out of a total of 32 permanent staffs under the corporate service Unit who have completed and submitted Performance Appraisals for the year 2024. Only 16% with the performance rating of Excellent, 66% with Very Satisfactory ratings, and 18% with satisfactory ratings. Other than CSU all other Departments or Units have not made any attempt to submit their completed Appraisals for year 2024 which clearly shown on the bar chart above.

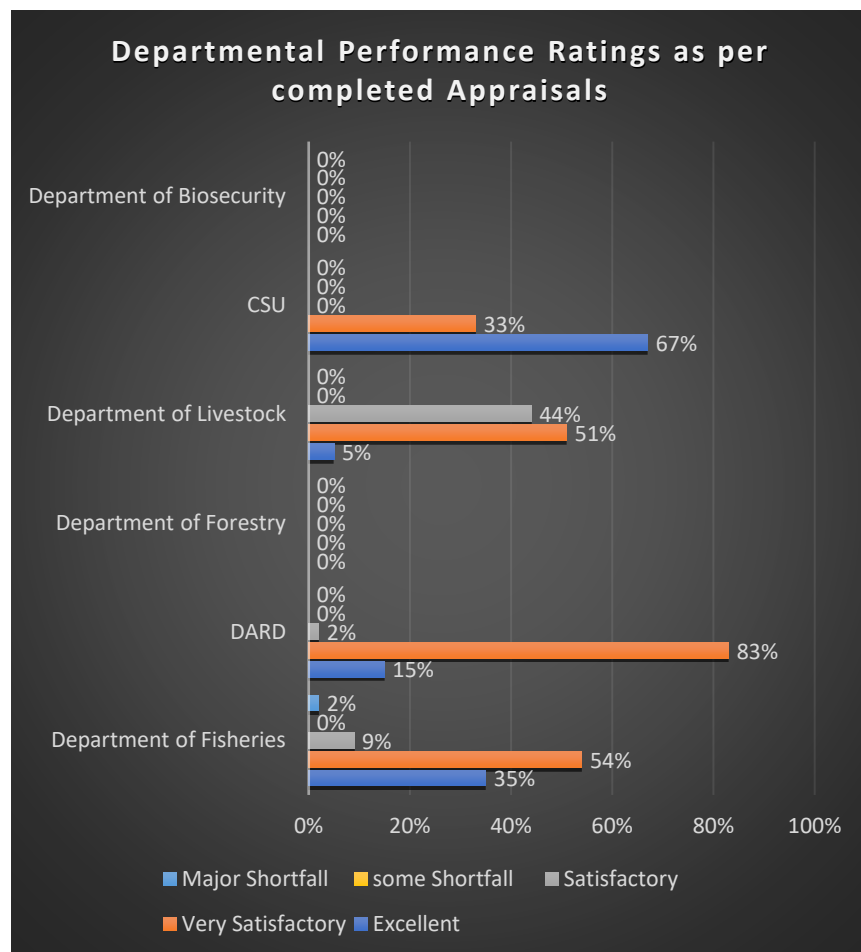
MINISTRY OF AGRICULTURE, LIVESTOCK, FISHERIES, FORESTRY & BIOSECURITY



Out of a total of 28 permanent officers requiring annual 2024 performance appraisals, we have only received 1% submission within timeframe for section A & 27% submission within timeframe for section B. However, 53% late submissions for section A, 37% late submissions for section B & 61% late submission for section C. A total of 46% with no submission at all for section A, 36% for section B & 39% for section C.



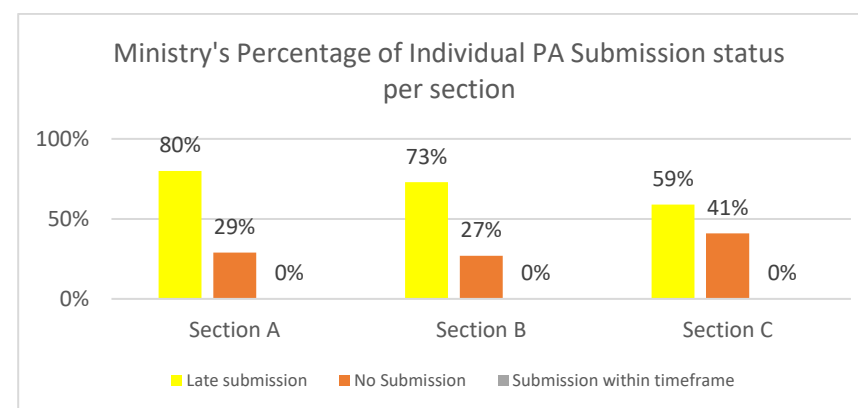
Out of the 57 permanent officers within the Department of Fisheries we have an average of 67% with late submissions, 30% with no submissions at all and only 3% have submitted within timeframe. Out of the 85 permanent officers within the Department of Agriculture we have an average of 61% with late submissions, 9% with no submissions at all and 30% have submitted within timeframe. Out of the 38 permanent officers within the Department of Forestry we have an average of 65% with late submissions, 35% with no submissions at all and non-have submitted within timeframe. Out of the 45 permanent officers within the Department of Livestock we have an average of 38% with late submissions, 62% with no submissions at all and non-have submitted within timeframe. Out of the 16 permanent officers within the Corporate Service Unit we have an average of 52% with late submissions, 48% with no submissions at all and non-have submitted within timeframe. Out of 39 permanent staffs within the Department of Biosecurity none has made an effort to submit their 2024 Performance Appraisals.



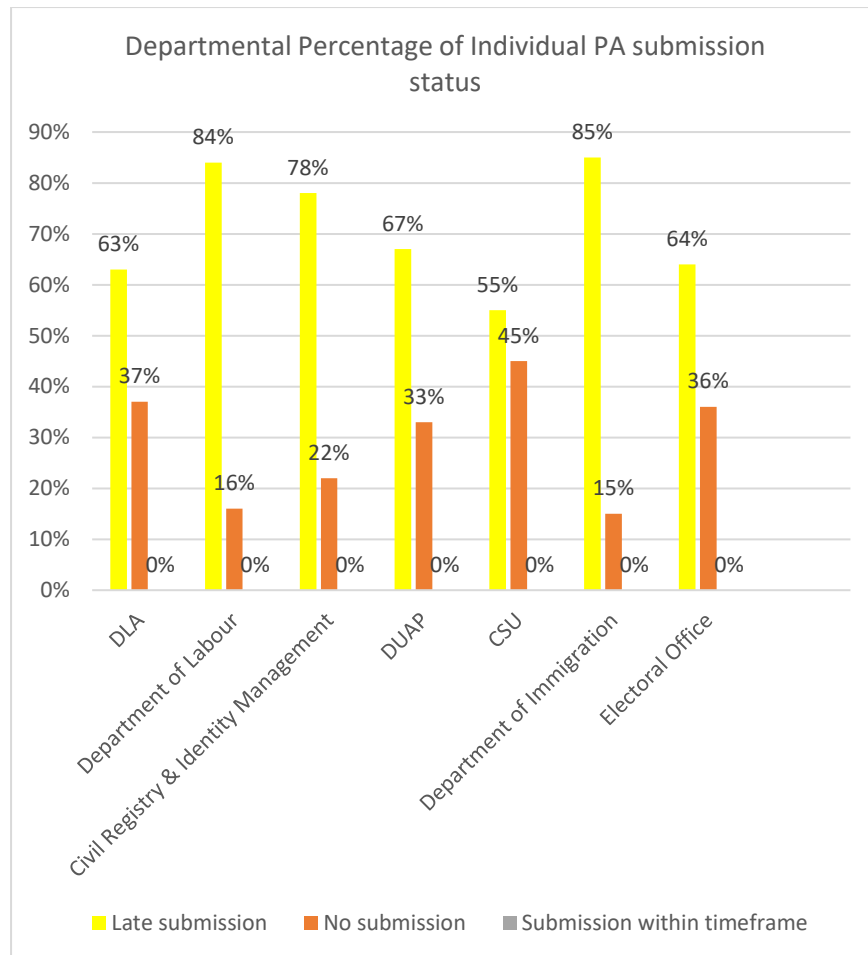
Out of a total of 46 permanents staffs under the Department of Fisheries who have completed and submitted Performance Appraisals for the year 2024. Only 35% with the performance rating of Excellent, 54% with Very Satisfactory ratings, 9% with Satisfactory ratings, and 2% with major shortfall. Out of a total of 75 permanents staffs under the Department of Agriculture who have completed and submitted Performance Appraisals for the year 2024. Only 15% with the performance rating of Excellent, 83% with Very Satisfactory ratings, and 2% with satisfactory ratings. Out of a total of 38 permanents staffs under the Department of Forestry non-have completed and submitted Performance Appraisals for the year 2024. Out of a total

of 41 permanents staffs under the Department of Livestock who have completed and submitted Performance Appraisals for the year 2024. Only 5% with the performance rating of Excellent, 51% with Very Satisfactory ratings, and 44% with satisfactory ratings. Out of a total of 9 permanents staffs under the Corporate Service who have completed and submitted Performance Appraisals for the year 2024. A total of 67% with the performance rating of Excellent and 33% with Very Satisfactory ratings. Out of a total of 39 permanents staffs under the Department of Biosecurity non-have completed and submitted Performance Appraisals for the year 2024.

MINISTRY OF INTERNAL AFFAIRS

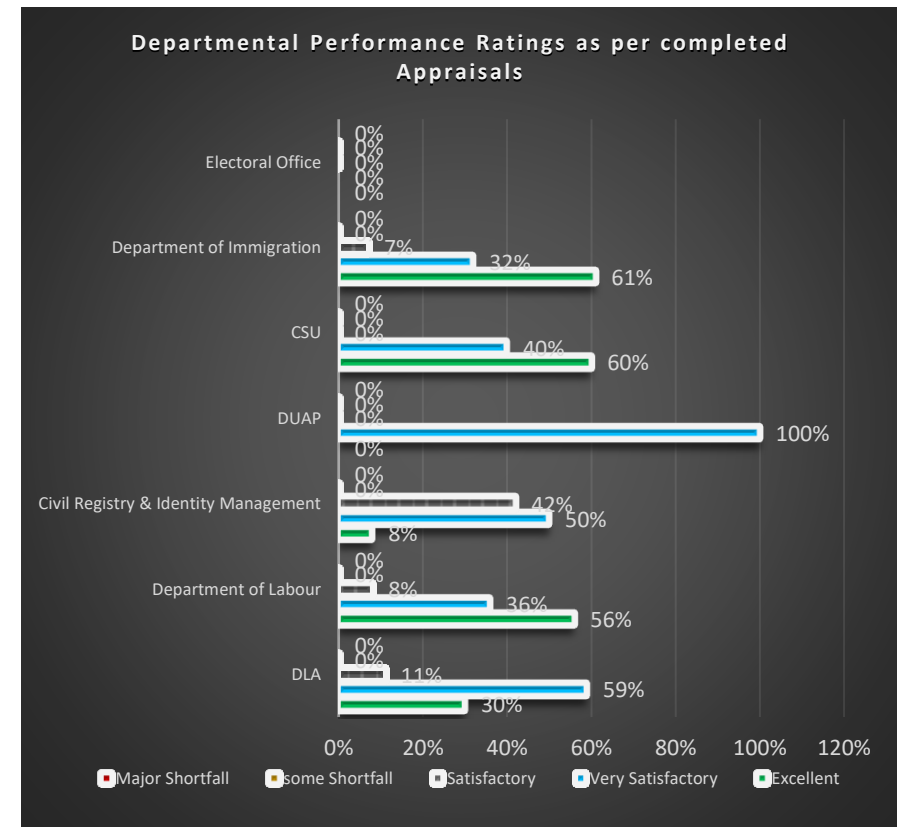


Out of a total of 222 permanent officers requiring annual 2024 performance appraisals, we have not received any submission within timeframe for section A, B & C. However, 80% late submissions for section A, 73% late submissions for section B & 59% late submission for section C. A total of 29% with no submission at all for section A, 27% for section B & 41% for section C.



Out of the 90 permanent officers within the Department of Local authority we have an average of 63% with late submissions, 37% with no submissions at all and non-have submitted within timeframe. Out of the 27 permanent officers within the Department of Labor we have an average of 84% with late submissions, 16% with no submissions at all and non-have submitted within timeframe. Out of the 18 permanent officers within the Department of Civil Registry & Identity Management we have an average of 78% with late submissions, 22% with no submissions at all and non-have submitted within timeframe. Out of the 17 permanent officers within the Department of Urban Affairs & Planning we have an average of 67% with late

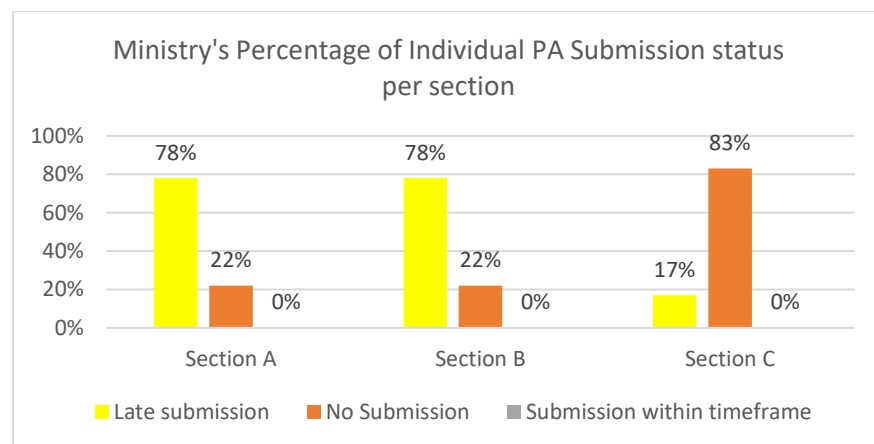
submissions, 33% with no submissions at all and non-have submitted within timeframe. Out of the 14 permanent officers within the Corporate Service Unit we have an average of 55% with late submissions, 45% with no submissions at all and non-have submitted within timeframe. Out of 45 permanent officers within the Department of Immigration we have an average of 85% with late submissions, 15% with no submissions at all and non-have submitted within timeframe. Out of 11 permanent officers within the Electoral Office we have an average of 64% with late submissions, 16% with no submissions at all and non-have submitted within timeframe.



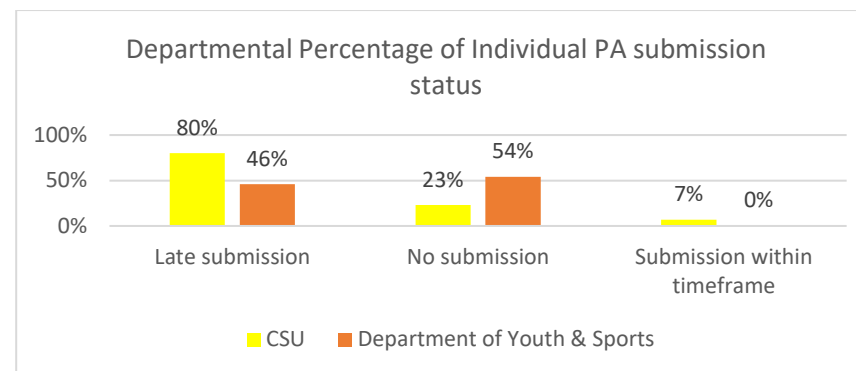
Out of a total of 44 permanents staffs under the Department of Local Authority who have completed and submitted Performance Appraisals for the year 2024. Only 30% with the performance rating of Excellent, 59% with Very Satisfactory ratings, and 11% with satisfactory ratings. Out of a total of 25 permanents staffs under the Department of Labor who have

completed and submitted Performance Appraisals for the year 2024. A total of 56% with the performance rating of Excellent, 36% with Very Satisfactory ratings, and 8% with satisfactory ratings. Out of a total of 12 permanents staffs under the Department of Civil Registry & Identity Management who have completed and submitted Performance Appraisals for the year 2024. Only 8% with the performance rating of Excellent, 50% with Very Satisfactory ratings, and 42% with satisfactory ratings. Out of a total of 4 permanents staffs under the Department of Urban Affairs & Planning who have completed and submitted Performance Appraisals for the year 2024. A total of 100% with the performance ratings of Very Satisfactory. Out of a total of 5 permanents staffs under the Corporate Service Unit who have completed and submitted Performance Appraisals for the year 2024. A total of 60% with the performance rating of Excellent, and 40% with Very Satisfactory ratings. Out of a total of 41 permanents staffs under the Department of Immigration who have completed and submitted Performance Appraisals for the year 2024. A total of 61% with the performance rating of Excellent, 32% with Very Satisfactory ratings, and 7% with Satisfactory ratings. Out of a total of 11 permanents staffs under the Electoral Office none have submitted their completed Performance Appraisals for the year 2024.

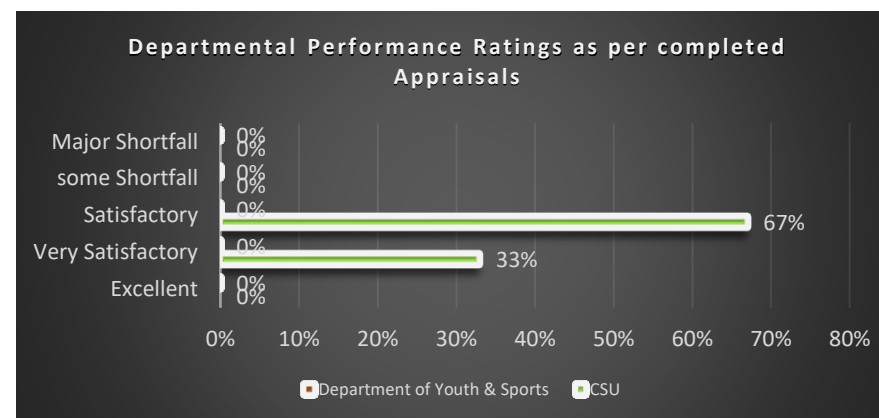
MINISTRY OF YOUTH DEVELOPMENT & SPORTS



Out of a total of 18 permanent officers requiring annual 2024 performance appraisals, we have not received any submission within timeframe for section A, B & C. However, 78% late submissions for section A, 78% late submissions for section B & 17% late submission for section C. A total of 22% with no submission at all for section A, 22% for section B & 83% for section C.

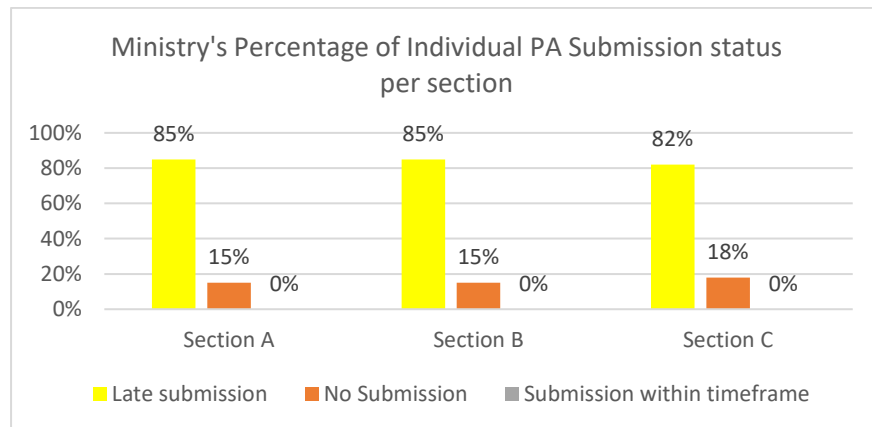


Out of the 5 permanent officers within the Corporate Service Unit we have an average of 80% with late submissions, 23% with no submissions at all and 7% have submitted within timeframe. Out of the 13 permanent officers within the Department of Youth & Sports we have an average of 46% with late submissions, 54% with no submissions at all and non-have submitted within timeframe.

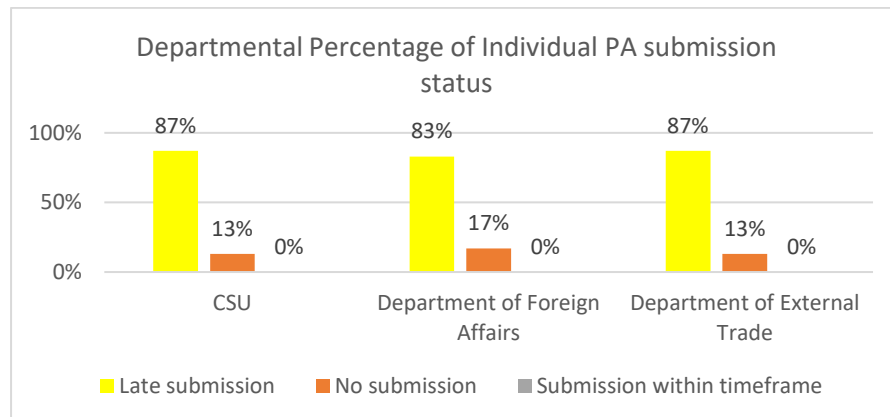


Out of a total of 3 permanents staffs under the corporate service Unit who have completed and submitted Performance Appraisals for the year 2024. Only 33% with the performance rating of Very Satisfactory ratings, and 67% with satisfactory ratings. For the Department of Youth & Sports none have made an effort to submit their completed Performance Appraisals for the year 2024.

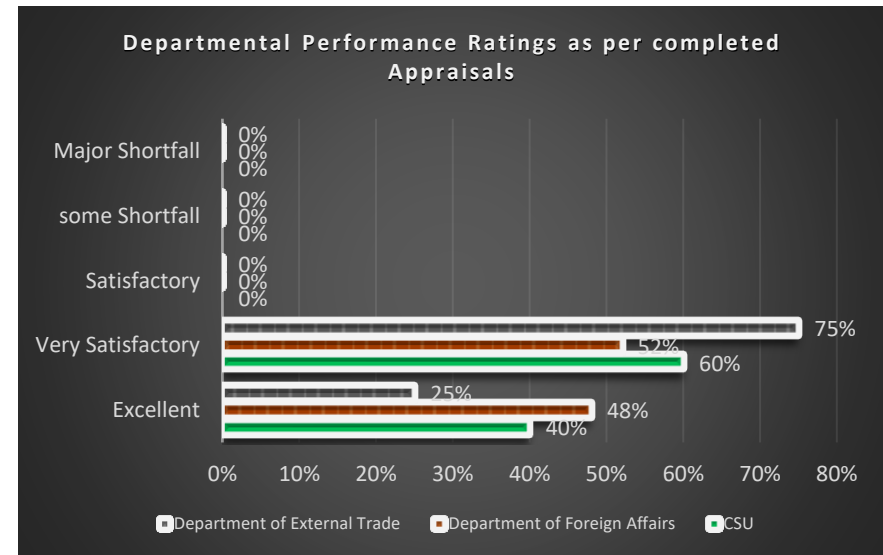
MINISTRY OF FOREIGN AFFAIRS & EXTERNAL TRADE



Out of a total of 55 permanent officers requiring annual 2024 performance appraisals, we have not received any submission within timeframe for section A, B & C. However, 85% late submissions for section A, 85% late submissions for section B & 82% late submission for section C. A total of 15% with no submission at all for section A, 15% for section B & 18% for section C.

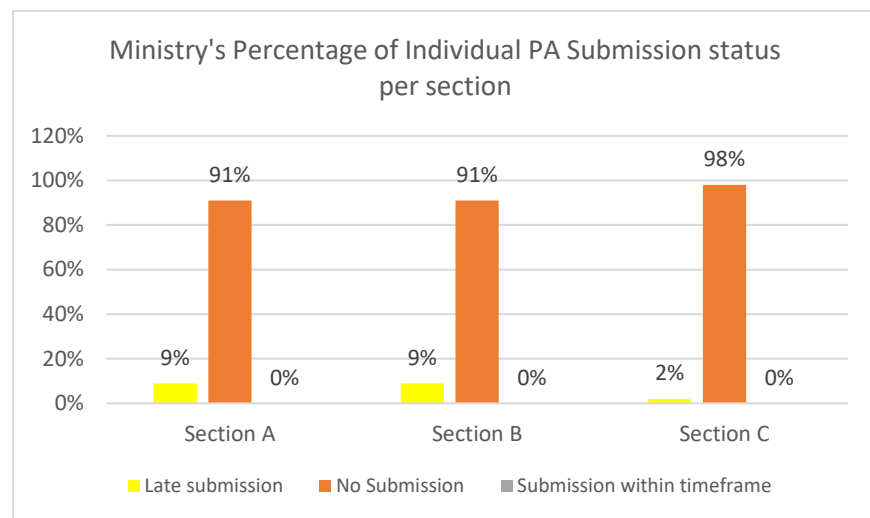


Out of the 10 permanent officers within the Corporate Service Unit we have an average of 87% with late submissions, 13% with no submissions at all and non-have submitted within timeframe. Out of the 35 permanent officers within the Department of Foreign Affairs we have an average of 83% with late submissions, 17% with no submissions at all and non-have submitted within timeframe. Out of the 10 permanent officers within the Department of External Trade we have an average of 87% with late submissions, 13% with no submissions at all and non-have submitted within timeframe.

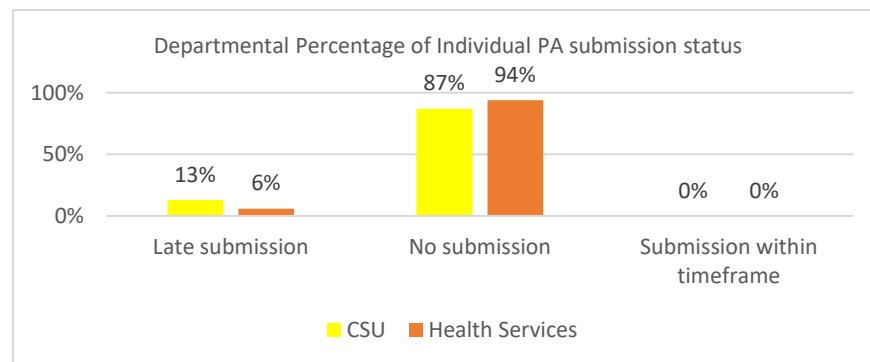


Out of a total of 10 permanents staffs under the corporate service Unit who have completed and submitted Performance Appraisals for the year 2024. Only 40% with the performance rating of Excellent, and 60% with Very Satisfactory ratings. Out of a total of 27 permanents staffs under the Department of Foreign Affairs who have completed and submitted Performance Appraisals for the year 2024. Only 48% with the performance rating of Excellent, and 52% with Very Satisfactory ratings. Out of a total of 8 permanents staffs under the Department of External Trade who have completed and submitted Performance Appraisals for the year 2024. Only 25% with the performance rating of Excellent and 75% with Very Satisfactory ratings.

MINISTRY OF HEALTH

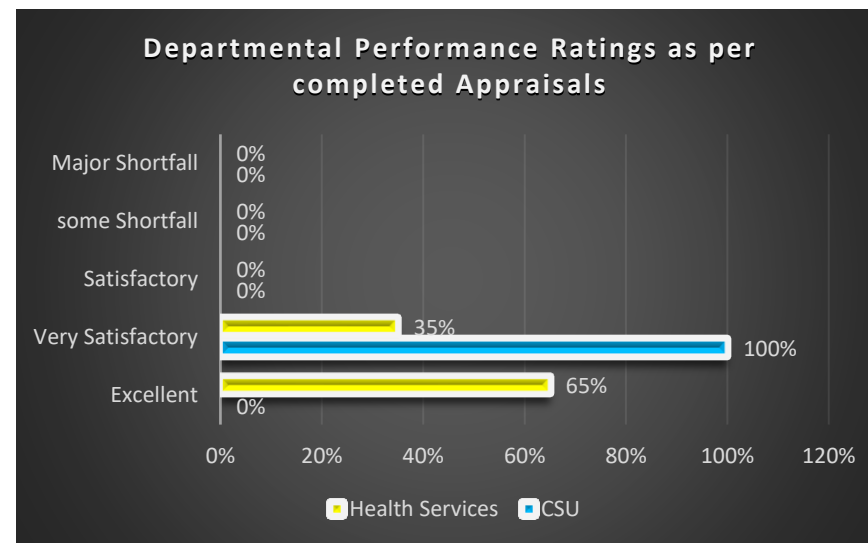


Out of a total of 982 permanent officers requiring annual 2024 performance appraisals, we have not received any submission within timeframe for section A, B & C. However, 9% late submissions for section A, 9% late submissions for section B & 2% late submission for section C. A total of 91% with no submission at all for section A, 91% for section B & 98% for section C.



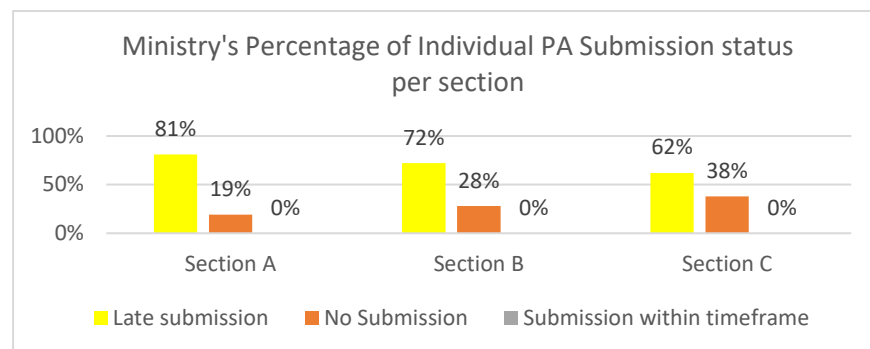
Out of the 24 permanent officers within the Corporate Service Unit we have an average of 13% with late submissions, 87% with no submissions at all and non-have submitted within

timeframe. Out of the 958 permanent officers within the Health Services which comprises of the Department of Curative & Hospital Services, Department of Public Health & Department of Policy & Planning we have an average of 6% with late submissions, 94% with no submissions at all and non-have submitted within timeframe.

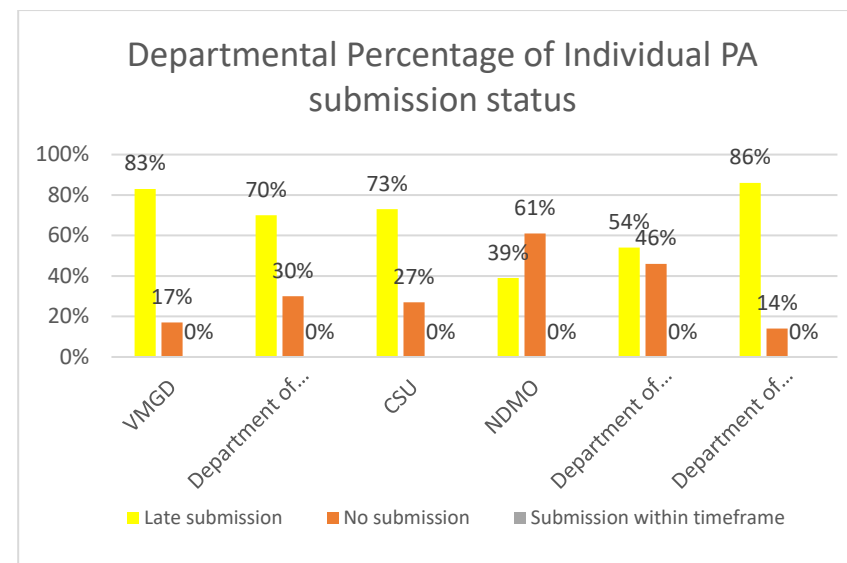


Out of a total of 2 permanents staffs under the corporate service Unit who have completed and submitted Performance Appraisals for the year 2024. A total of 100% with the performance ratings of Very Satisfactory. Out of a total of 17 permanents staffs under the Health Services which comprises of the Department of Curative & Hospital Services, Department of Public Health & Department of Policy & Planning who have completed and submitted Performance Appraisals for the year 2024. A total of 65% with the performance rating of Excellent, and 35% with Very Satisfactory ratings.

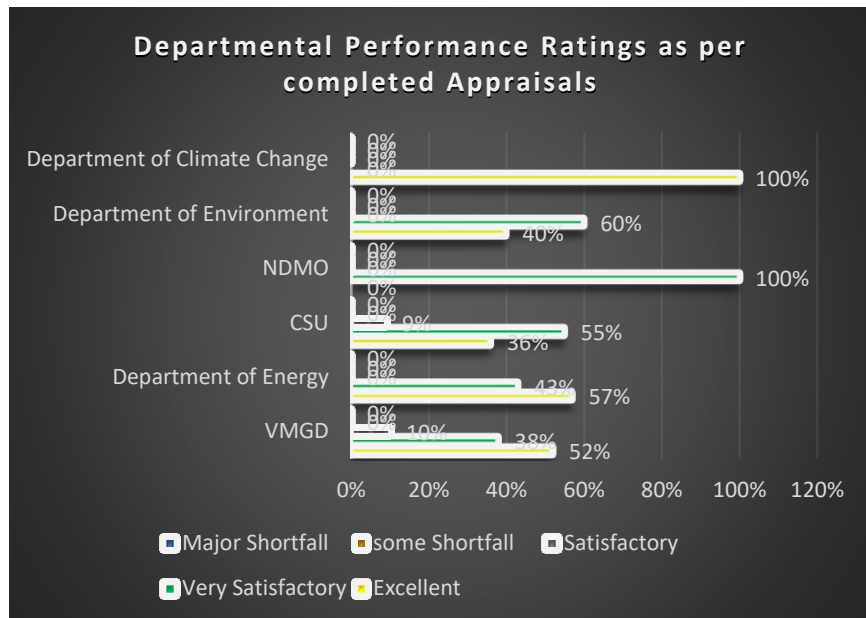
MINISTRY OF CLIMATE CHANGE & ADAPTATION



Out of a total of 124 permanent officers requiring annual 2024 performance appraisals, we have not received any submission within timeframe for section A, B & C. However, 81% late submissions for section A, 72% late submissions for section B & 62% late submission for section C. A total of 19% with no submission at all for section A, 28% for section B & 38% for section C.

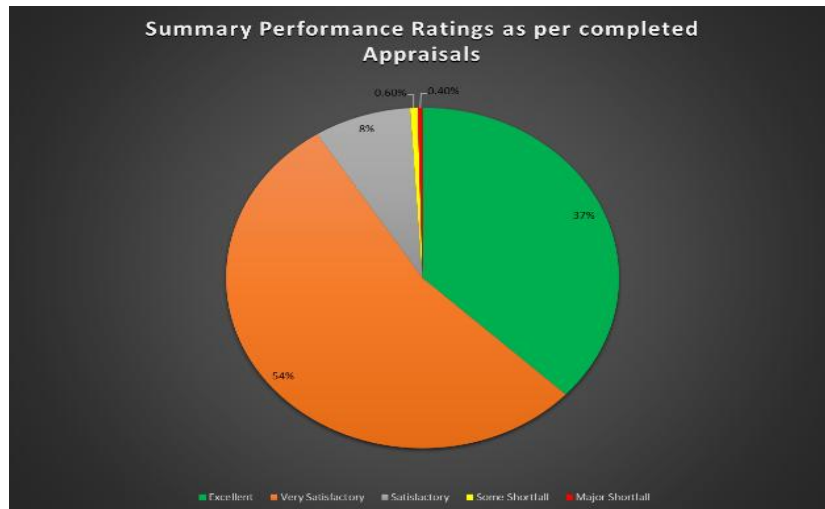


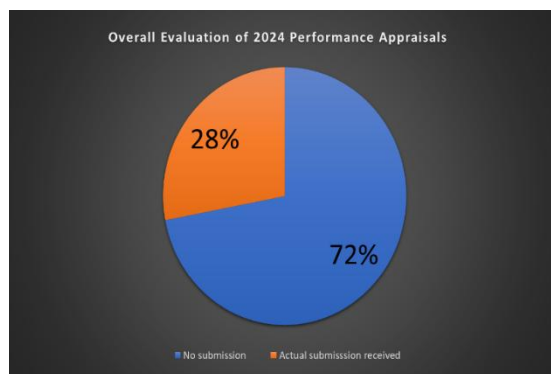
Out of the 63 permanent officers within the Vanuatu Meteorology & Geohazards Department we have an average of 83% with late submissions, 17% with no submissions at all and non-have submitted within timeframe. Out of the 9 permanent officers within the Department of Energy we have an average of 70% with late submissions, 30% with no submissions at all and non-have submitted within timeframe. Out of the 16 permanent officers within the Corporate Service Unit we have an average of 73% with late submissions, 27% with no submissions at all and non-have submitted within timeframe. Out of the 17 permanent officers within the National Disaster Management Office we have an average of 39% with late submissions, 61% with no submissions at all and non-have submitted within timeframe. Out of the 13 permanent officers within the Department of Environment we have an average of 54% with late submissions, 46% with no submissions at all and non-have submitted within timeframe. Out of 7 permanent officers within the Department of Climate Change we have an average of 86% with late submissions, 14% with no submissions at all and non-have submitted within timeframe.



Out of a total of 50 permanents staffs under the Vanuatu Meteorology & Geohazards Department who have completed and submitted Performance Appraisals for the year 2024. A total of 52% with the performance rating of Excellent, 38% with Very Satisfactory ratings, and 10% with Satisfactory ratings. Out of a total of 7 permanents staffs under the Department of Energy who have completed and submitted Performance Appraisals for the year 2024. A total of 57% with the performance rating of Excellent, and 43% with Very Satisfactory ratings. Out of a total of 11 permanents staffs under the Corporate Service Unit who have completed and submitted Performance Appraisals for the year 2024. Only 36% with the performance rating of Excellent, 55% with Very Satisfactory ratings, and 9% with satisfactory ratings. Out of a total of 2 permanents staffs under the National Disaster Management Office who have completed and submitted Performance Appraisals for the year 2024. A total of 100% with the performance ratings of Very Satisfactory ratings. Out of a total of 5 permanents staffs under the Department of Environment who have completed and submitted Performance Appraisals for the year 2024. Only 40% with the performance rating of Excellent, and 60% with Very Satisfactory ratings. Out of a total of 4 permanents staffs under the Department of Climate Change who have completed and submitted Performance Appraisals for the year 2024. A total of 100% with the performance rating of Excellent.

Summary of 2024 Individual Performance Appraisals





Out of a total of 2,961 positions requiring annual 2024 performance Appraisals assessments, we have only received 833 submitted & completed 2024 with final ratings.

Here's a breakdown of the different category of submissions received:

Completed: Permanent officers required to submit their 2024 Performance Appraisals have

submitted their completed 2024 Performance without any error.

No submission: Permanent officers required to submit their 2024 Performance Appraisals have not made an attempt at all to submit their 2024 PA.

Incomplete: Permanent officers required to submit their 2024 Performance Appraisals have submitted their PA Forms with some errors. Meaning Forms are filled but some signatures are missing for instance Appraiser, Appraiser or reviewer's signature is missing, or relevant authorities did not signed to confirm their approval.

Below is the overall Evaluation of 2024 Performance Appraisals.

Out of a total of 2,961 permanent positions requiring annual 2024 performance Appraisal assessments, we have only received 833 submitted & completed 2024 with final ratings as shown clearly on the chart above in percentage.

Based on the completed Performance Appraisals received, the evaluation results categorize employees into five groups: Excellent Performer, Very Satisfactory

Performer, Satisfactory Performer, Some shortfall, and Major Shortfall.

High Out of a total of 833 permanent staffs altogether who have completed and submitted Performance Appraisals for the year 2024. Only 37% with the performance ratings of Excellent, 54% with Very Satisfactory ratings, 8% with Satisfactory ratings, 0.6% with some shortfall and 0.4% with major shortfall.

Summary of Challenges & Recommendations

The table below summarizes the challenges mentioned and recommendations as a way forward to improve and strengthen the Performance Appraisal process for permanent Individual staffs below Director Positions.

CHALLENGES	RECOMMENDATIONS
Delay in response from Ministries with the submission of Performance Appraisals annually	Discipline the appraisers & Director responsible or DG responsible
Performance Assessment is not fully utilize for areas of improvements & Promotions	DGs & Directors to recognize their officer's performance by awarding increments to performing officers & PIP if officers are not performing
Overrating of Performance Assessments & a lot of incomplete Forms	Training targeting supervisors & everyone involve with the Performance Assessments
Assessment is not aligned with organizational Performance	Aligned Organizational Performance with individual Performance

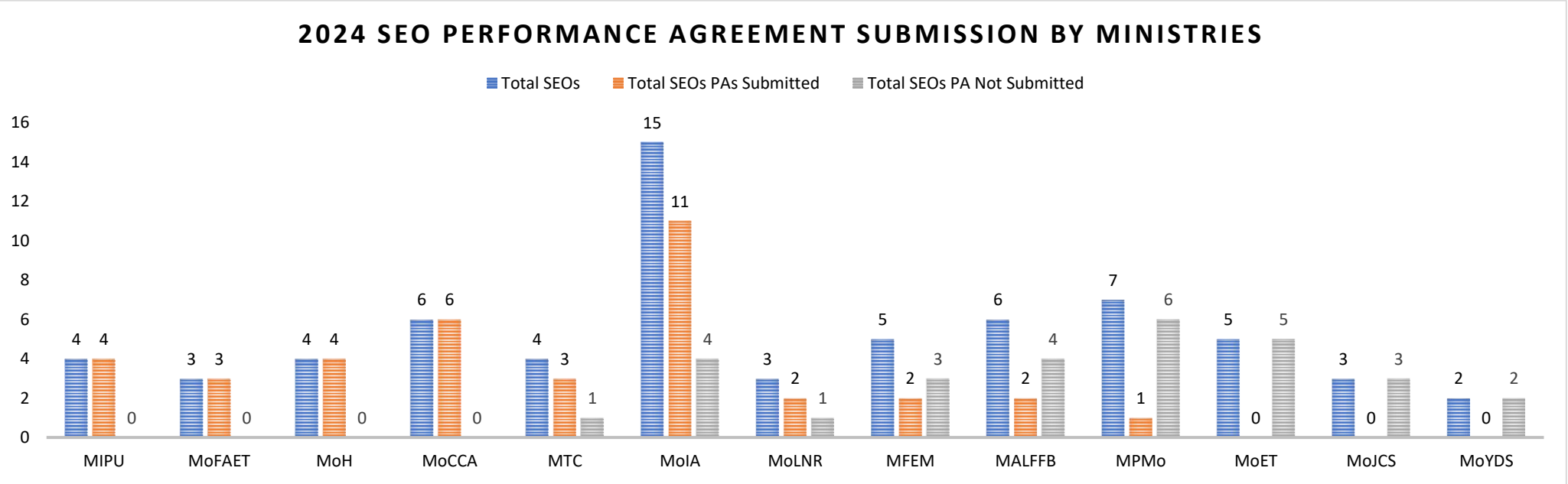
Summary of SEOs Performance Agreement Submission 2024

The final graph below illustrates the 2024 Performance Agreement submission by Ministry. Out of 67 SEOs, 38 submitted their PA on time and 29 others did not submit at all.

- 4 Ministries (MIPU, MoFAET, MoH, MoCCA) achieved a 100% submission rate for performance agreements. This suggests strong compliance and adherence to the performance management process.
- Other ministries show varying submission rates, indicating potential issues with compliance or communication. For example, MTC had a 75% submission rate, while MoIA had 73.30%.
- MoET, MoJCS, and MoYDS had 0% submission rates. This is a significant concern and requires immediate attention to understand the reasons for non-compliance.
 - The "Ratings Range" column shows the diversity of performance levels. Some ministries have a mix of high performers and satisfactory performers, while others have a wider range, including improving and poor performers.
 - The ministries with low submission rates (MoET, MoJCS, MoYDS) might indicate a lack of understanding or engagement with the performance agreement process. This could stem from various factors, such as:
 - Lack of clarity on the process
 - Insufficient support or training
 - Resistance to performance evaluations
 - Communication breakdowns
- The table provides a snapshot of the effectiveness of the performance management system across different ministries. The high submission rates in some ministries suggest a well-functioning system, while the low rates in others highlight areas needing improvement.

In conclusion, this table provides a valuable overview of the performance agreement submission process and the performance levels of SEOs across different ministries. It highlights areas of success and areas needing improvement, ultimately contributing to a more effective and transparent performance management system.

Figure 17:Graph showing the rate of submission of SEOs performance agreement in 2024.





2024 OPSC Gallery



