MINISTRY OF FINANCE AND ECONOMIC MANAGEMENT

CORPORATE PLAN 2022 - 2025



DEPARTMENT OF FINANCE & TREASURY
GOVERNMENT OF VANUATU

DEPARTMENT OF CUSTOMS
& INLAND REVENUE

VNSO
VANUATU NATIONAL STATISICS OFFICE
BUREAU NATIONAL DES STATISTIQUES

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MINISTER'S PREFACE



This Corporate Plan presents the broad direction that will be followed by the Ministry of Finance and Economic Management (MFEM) in the period 2022 to 2025. Its sets the broad strategic framework for the Ministry as a whole and gives direction for the more detailed business plans of each Department.

This revised Corporate Plan for the Ministry builds on the directions set out in previous plans and also importantly align to the government priorities strategic planning documents - the National Sustainable Development Plan (NSDP) also known as THE 2030 PEOPLE'S PLAN document.

The Corporate Plan brings together the work of our three (3) Departments including sections within the MFEM Corporate Service, focusing their works on Ministry's vision and objective to collect data, prudently manage government financial resources, ensuring proper border controls, revenue collection, carrying out inspection (review) of price of goods, strengthening government procurement and disposal of assets, ensuring accountability, trade facilitation, controlling expenditures, reducing debt and achieving our national financial and economic policy objectives. It is important that all of us – the Department of Finance and Treasury (DOFT), the Department of Customs and Inland Revenue (DCIR), the National Statistics Office (NSO), the Director General's Office and my Cabinet – work together to ensure that the Government's finances are managed responsibly and that the national economy develops in line with its potential. This is a challenging task, and it is pleasing to note the progress that has been made in this regard over the past years.

I urge all staff of the Ministry of Finance and Economic Management, and all Departments making up the Ministry, to work together to implement the Corporate Plan 2022 to 2025. In this way, the people of Vanuatu can benefit from sound public finance and a well-managed economy.

Hon. Johnny Koanapo NIES RASOU (MP)
Minister of Finance and Economic Management

REPUBLIC OF VANUATU
MINISTRY OF FINANCE & ECONOMIC MANAGEMENT
MINISTER
REPUBLIQUE DE VANUATU

Director General's Introduction & Overview:

The MFEM Corporate Plan 2022 to 2025 sets out the Ministry's vision, mission, values, objectives and strategies.

The review of this Corporate Plan builds on the Vanuatu 2030 the People's plan [National Sustainable Development Plan] endorsed by COM in 2016.

This Corporate Plan is the product of an effective consultation and cooperation between the Director General's Office, the Directors of the Departments; Finance & Treasury, Customs & Inland Revenue and National Statistics Office within the Ministry of Finance, the representative from the Department of Strategic Planning, Policy Aid Coordination, and the Public Service Commission at a retreat workshop held in Tanna on 14 December 2021.

The Corporate Plan of the Ministry of Finance and Economic Management sets out the strategic directions and priorities of the Ministry for the next four (4) years, with a particular emphasis on the coming year. These, in turn, provide a solid basis for the development of detailed annual business plans by the Departments within MFEM, that links to budget narratives.

This Corporate Plan designed based on our progresses against the objectives and expected outputs to be measured through performance indicators: some of them will help monitor the implementation of the Plan; other indicators will be used to evaluate the final results of our activities.

I encourage all staff to become familiar with the Plan and to use it to help inform how you operate, what you are doing and why you are doing it. I also ask all Directors to ensure that their Department Business Plans for 2022 and 2023 are completed by end of February 2022 and end of February 2023.

Importantly, current Corporate Plan 2022-2025 will be updated each year. The next Corporate Plan for the MFEM will look at planned objectives, expected outputs and activities for the next four (4) years 2025-2030.



Letlet AUGUST (Mr)
Director General
Ministry of Finance and Economic Management

Our Vision

A leading Ministry that promotes wellbeing and equitable access to Government Services through a modern public financial system by 2025

Our Mission

- Maximize revenue mobilization
- Promote digital and intelligent transformation
- Promote good Governance
- Ensure a safe and secure Vanuatu



Our Values

- Quality Leadership
- Result oriented
- Valuing employees
- Customer oriented
- Good governance (accountability, transparency, and effective resource management)
- Integrity
- Impartiality
- Team work
- Inclusiveness
- Resilience
- Responsiveness



Our Strategic Objectives

- To manage the MFEM and Government financial resources at the highest standards (Soc6.1)
- To strengthen Government procurement and disposal of Assets
- To maintain sustainable and fiscal balance (Env2.6.) while re-prioritizing expenditures, reducing debt (Eco1.3) and minimizing subsidies paid to SOEs (Soc6.2)
- To ensure timely collection of Government revenue (Eco1.2)
- To protect borders from restricted and prohibited imports and exports (Env5.4)
- To facilitate legitimate trade and business procedures (Eco1.4)
- To collect, compile, provide and disseminate statistical data (Soc 6.9/Eco3.5)
- To strengthen and expand coordination, cooperation, partnership and participation.
- Inclusiveness
- Resilience
- Responsiveness

Within the past four (4) years, MFEM Office infrastructure buildings were established in the six (6) Provinces; purposely to enhance government decentralization policy through effective facilitation of financial service delivery to all the Province.

MFEM SHEFA Province – Vila main Office construction in progress





MFEM Torba Province
Vanua-Lava Sola Office



MFEM SANMA Province
Luganville Santo Office



MFEM TAFEA Province
Isankel Tanna Office



MFEM PENAMA Province
Saratamata Ambae Office



MFEM MALAPA Province
Lakatoro Malekula Office

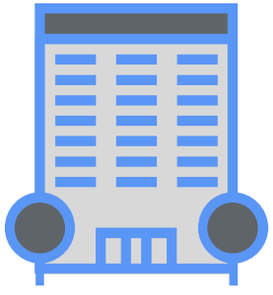


MINISTRY OF FINANCE AND ECONOMIC MANAGEMENT

MFEM employs more than 340 staff including Cabinet staff. 85% of staff station in Vila while 15% station in other five (5) Provinces. There are three (3) departments within MFEM. These are department of Finance & Treasury, department of Customs & Inland Revenue, department of National Statistics Office and including DG's Corporate Services Unit (Internal Audit Unit, Central Tenders Board & Price Control Bureau).

In addition, MFEM has statutory bodies including affiliated SOEs that are reporting to Hon. Minister of Finance.

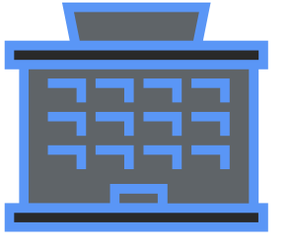
AFFILIATED STATE OWNED ENTERPRISES (SOE)



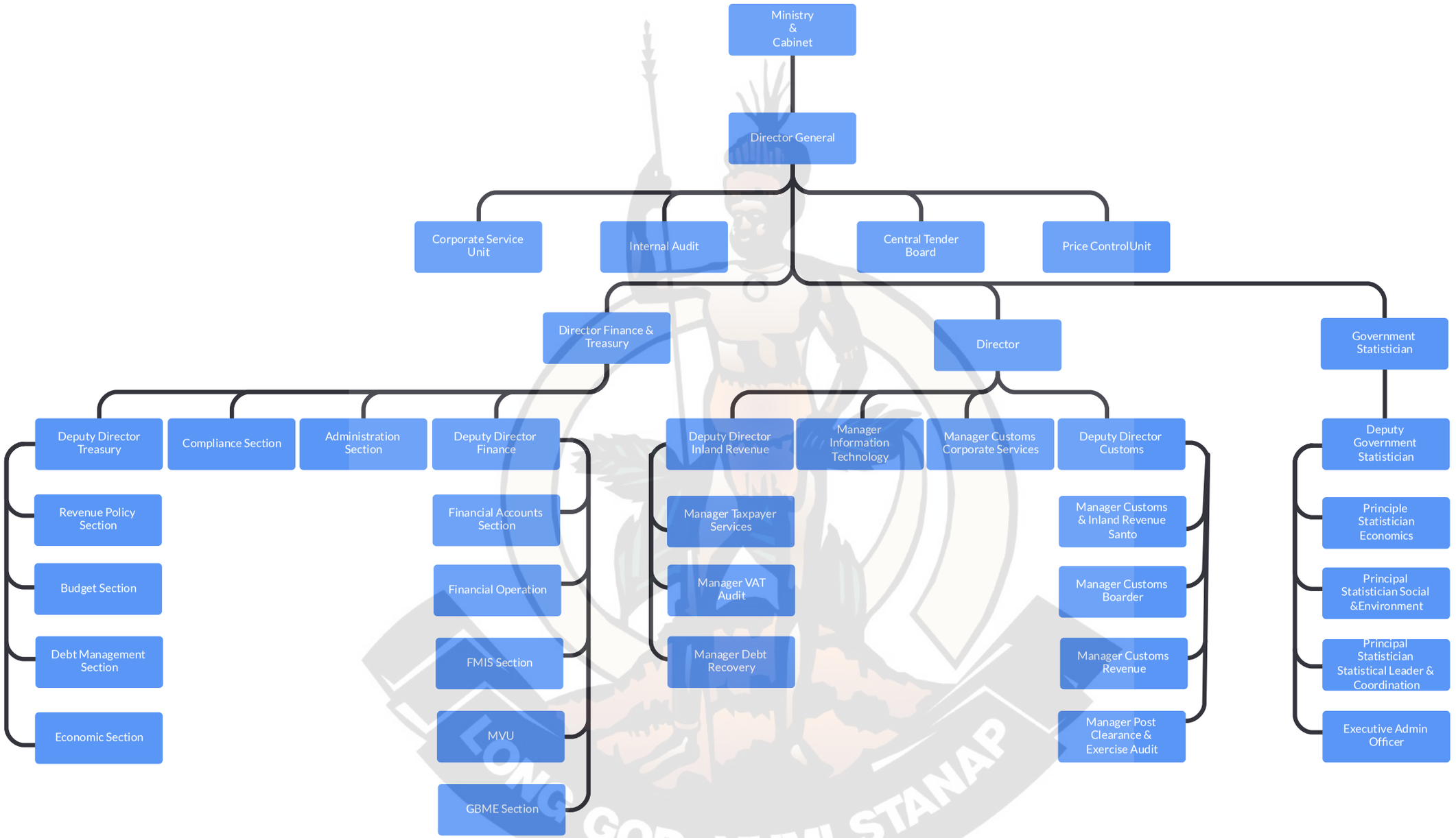
AIR VANUATU OPERATION LTD
VANUATU POSTAL SERVICE LTD
INTER-CHANGE (SUBMARINE CABLE) LTD
IFIRA WHARF AND STEVEDORING LTD
AIRPORTS VANUATU LTD
NORTHERN ISLANDS STEVEDORING LTD

THE STATUTORY AUTHORITIES

OFFICE OF THE AUDITOR GENERAL (OAG)
RESERVE BANK OF VANUATU (RBV)
VANUATU NATIONAL PROVIDENT FUND (VNPF)
VANUATU FINANCIAL SERVICES COMMISSION (VFSC)
VANUATU RURAL DEVELOPMENT BANK (VRDP)
NATIONAL BANK OF VANUATU (NBV)
UTILITY REGULATORY AUTHORITY (URA)
VANUATU BROADCASTING AND TELEVISION CORPORATION (VBTC



MINISTRY OF FINANCE & ECONOMIC MANAGEMENT - ORGANIZATION STRUCTURE



NOTE: The chart above presents a brief overall structure for MFEM. Departments Organization Structures shall be presented in more detail in their respective Business Plans.

The principle overarching responsibilities/functions of MFEM is mandated under the respective legislations; the PFEM Act 1998, Government Contracts and Tenders Act, Price Control Act, Internal Audit Regulation, Customs and Inland Revenue Acts and National Statistics Act. In summary their main functions are as follows:



Prudent Fiscal Management

Manage prudently the fiscal risks facing the state.



Positive Net worth

Achieving & maintaining levels of state NW that provide a buffer against factors that may impact adversely on the State NW in the future.



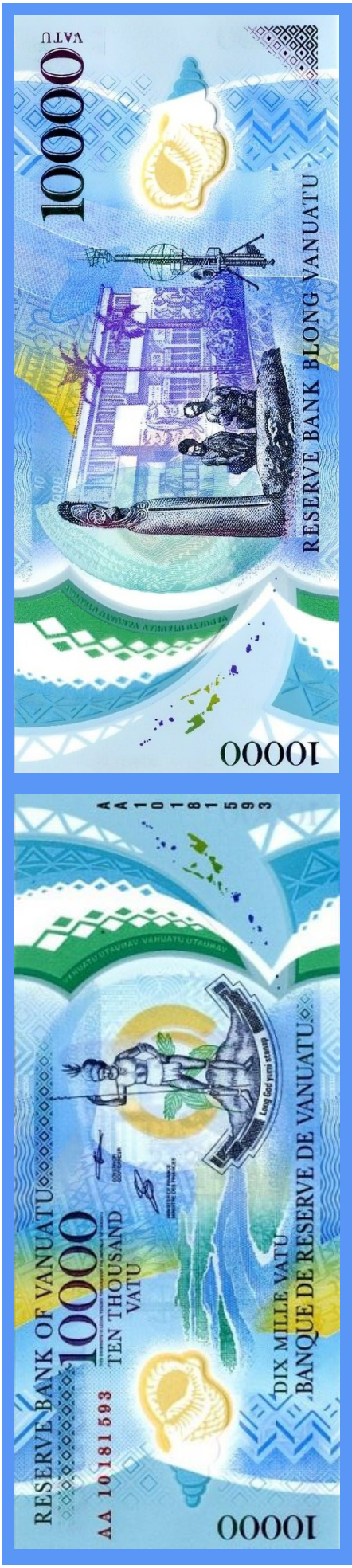
Manageable State Debt

Reducing & then managing total State Debt at prudent levels so as to provide Buffers– Total Expense is less than Revenue in any financial year.



Consistent & Predictable Policy

Pursuing policies that are consistent with a reasonable degree of predictability about the level and stability of tax rates for future years.



1 MFEM

Provide leadership and coordination role within the Ministry's departments/section including other agencies and develop government's overall economic policy objective that links parallel with expenditure and revenue, as well as manage and minimize government borrowings (debt) with aim to continue strengthen government budgeting process.

2 DOFT

Manage Government financial resources at the highest standards, and review price of retail goods, conduct audits, ensure government procurement process is transparent and maintain proper disposal of assets.

3 DCIR

Ensure timely collection of Government revenue, protect borders from restricted and prohibited imports and exports and facilitate legitimate trade and compliance of business procedures.

4 VNSO

Statistics Information/data

Collect, compile, provide and disseminate statistical data.

STRENGTHS		WEAKNESS	
Internal	External	Internal	External
· NSDP outlines significant roles for MFEM · Slight increase in Budget for 2022 · Dedicated Staff · Technology embedded in work practices and process · Provincial representation – decentralized organizational structure · Rigorous payment process · Major reforms achieved in recent amendments to Public Finance Act & Government Contracts and tender Act · Robust legislative framework · Stringent tender process · Being fair and competitive · Team togetherness in work relationship · Skill and qualified staff with strong leadership · Appropriate software (Teammate) for auditing · Clear Annual Audit Plan	· Donor and Advisor support · Relationship with Hon. Minister and Government · Relationship with other government agencies · Strong border control by DCIR · Success of Single Window system · Greater transparency achieved in introduction of Tax Administration Act · Improvement in accountability in whole government. · Relationship with Government statutory bodies and affiliated SOEs · Capacity building initiatives for staff · Sharing of resources · Consultation and workshops with agencies both internal and external · IAU performs audit works according to International Standard for the Professional Practice of Internal Auditing (IIA Standard)	· Under staffed · Office operational business continuity · Office/building standard · Staffing issues (delays in recruitment, delay in restructure approval by PSC, Acting positions, discipline, low capacity, etc..) · Alignment of budget to BP to Corporate Plan and NSDP M&E Framework · Lack of training provided to GoV Line agencies · Lack of Office space · Poor work ethics of some Officers · Limited audit skills and knowledge in specialist and developing areas such as ICT audits	· Political interference · Reliance on Citizenship Program · Can't control some economic influences (on revenue and others) · The ability to facilitate technological improvements · Cyber-attack on systems · Changes in policy direction impacts forward planning & budget allocation · Lack of enforcement to monitor implementation of audit recommendations both internal and external.
OPPORTUNITIES		**THREATS**	
Internal	External	Internal	External
HRD Plan complete (to build capacity) · Update systems and technology · Implementation of amended Public Finance Act/PFM Road map and GCT Act · Conversion of manual process to technology phase processes · Delegation of decision making · Embrace change, speed up modernization programs · Venture into e-procurement in future · Continuing to adapt and perform risk- based approach annually · Increase the awareness of the significance of Internal Auditing · Establish risk management and legislation put in place for managing audit risk function within Government. · Upgrade from software based to web- based to improve productivity.	· Assistance from International Consultants · Improve ease and cost of doing business in Vanuatu · Improve relationship with the private sector · Use of technology/social platforms to communicate · Improve regulatory/legislative compliance by the business community • Appointment of independent Audit Committee • Increase knowledge of Internal Audit in the public sector through Public Financial Regulation and PFM Act. • Outsource of government audits is permitted in the Public Financial Regulation · Growing knowledge and demand of audits from Government Ministries & Departments	· Burn out of officers through work overload caused by inadequate staffing · Retention of experienced senior staff · Disaster recovery · Non - compliance of legislative framework · Political Interference · Management of government budget · Staff turn over · Institutional gaps due to staff migration/transfer · Unable to undertake professional audit development courses due to Covid 19 pandemic. · CSU Structure pending PSC approval since 2019 Audit software issues- only one person capable to handle and resolving technical issues that affect our software.	Legal proceedings · Inflation · Natural disasters including COVID-19 · Political influence · Pressure to increase revenue and reduce cost · Donor support reducing or ceasing · EU blacklisting · The effect of closed borders on the economy · Effect of fuel price on domestic goods items · Recommendations of audit findings not fully implemented due to administrative reporting lines. External entities are interested in recruiting staff from the Internal Audit Unit.

MFEM STRATEGIC DIRECTIONS/OBJECTIVES

Ministry of Finance and Economic Management Mandate and Objective

The Ministry of Finance and Economic Management through its Departments, entrusted with the mandate to develop and promote inclusive and sustainable economic growth, through prudent financial policies that favors business climate.
The Ministry provide leadership and coordination within the government's overall economic policy making process and also provide the necessary policy as well as regulatory environment, to manage government budget spending and foster collection of revenue, collection of data, control and monitor price of goods items, ensure transparent in government procurement, accountability in government financial services, public goods investments and growth to the country.

In carrying out these core roles in the next four (4) year term, the Ministry's work spans a wide range of areas. But the following are the main components/objectives are to:

- *Strengthen fiscal management, maintain a manageable debt level and foster a sustainable economic growth [ECO 1.1, 1.2, 1.3, 1.7, SOC 6.1, 6.4. 6.5, 6.8, 6.9].*
- *Provide high-level policy and administrative support to Hon Minister of Finance & Economic Management (MFEM) through DG's Office, the Departments and Sections, the Revenue Policy Unit (RPU) for better coordination of major revenue initiatives, and ensure a professional, responsive, and high performing Ministry.*
- *Improve Government Revenue Generation [ECO 1.2]*
- *Ensure government obligations are paid on time while maintaining a high level of compliance to minimize risks, to ensure value for money for the services and goods rendered to the government. [ECO 1.1, SOC 6.1]*
- *Coordinate, strengthen and protect borders, enforcements and protection of the communities and ensure a professional, responsive, and high performing Ministry.*
- *Coordinate and facilitate legitimate trades and ensure trade is seamless and our services standards are relevant and we are seen as a professional, responsive, and high performing Ministry.*
- *Coordinate human resource development and addressing staff capacity building needs, addressing human resource issues/matters and ensure a professional, responsive, and high performing Ministry.*
- *Promote a unified organization, modernize work processes and promote the use of information technology as a working platform and ensure a professional, responsive, and high performing Ministry.*
- *Collect, compile, provide and disseminate statistical data (Soc 6.9/Eco3.5)*
- *Ensure prudent cash flow management to meet government obligations and investments. [ECO 1.1, 1.2, 1.3, SOC 6.1, 6.4,]*
- *Produce Whole of Government Financial Statements in accordance with the PFEM Act and International Financial Reporting Standards. [SOC 6.1]*
- *Enhance and improve compliance and accountability of public officials to PFEM requirements. [SOC 6.1]*
- *Effective management of donor funds in accordance with funding arrangements and PFEM requirements. [ECO 1.1, SOC 6.1, 6.8]*
- *Ensure FMIS is operational, supports procedures and processes to capture financial transactions and produces reliable financial reports. [ECO 2.9]*
- *Increase use and access to online government financial services for transactions and information. [ECO 2.9]*
- *Delivering government financial services by utilizing Information and Communications Technologies. [ECO 2.9]*
- *Reform SOEs and statutory bodies to improve performance that is aligned to government priorities [SOC 6.1, 6.2] and to ensure all SOEs are profitable and financially sustainable.*
- *Enable an asset management information system and strategy for the government to ensure sustainable asset management and maintenance; and to improve partnerships and costs effective use of asset resources [ECO 2.5].*

MFEM through its departments/Sections shall perform apart from objectives listed above, the followings:

- *Perform principal overarching responsibilities of MFEM as stipulated under respective legislations, such as PFEM Act 1998, DCIR Acts and VNSO Act, GCT Act, Price Control Act and others.*
- *Review/reappeal VNSO Act, Price Control Act and other MFEM legislations/regulations, ensure approved in Parliament.*
- *Implement recent amended PFEM Act/PFM Road map and GCT Act.*
- *Establish appropriate Office building infrastructures and construct/renovate staff accommodations in all Provinces.*
- *Facilitate construction of the new MFEM Office Building in SHEFA, Port Vila.*
- *Decentralize government financial services and other MFEM duties through appropriate ICT system to facilitate effective and efficient services to the Vanuatu population.*
- *Decentralize role of MFEM under respective Departments to all six (6) Provinces and ensure appropriate resources (human & financial) put in place, for effective service delivery.*
- *Align its resources with Government NSDP Plan (pillars) that relates to Ministry of Finance and Economic Management.*
- *Strengthen and expand coordination, cooperation, participation, partnership, and support Government institutions/Ministries/Departments for effective services to the people of Vanuatu.*

Expected national development Projects facilitate through MFEM, shall be implemented in the coming four-year term:

- *South Santo Road project*
- *Pentecost Road project*
- *Government Office building infrastructure projects – State Office building Palace, Ministry of Finance Office building and Extension of the Ministry of Foreign Affairs building.*
- *Extend tar seal road infrastructure from Smet Area to the International Airport*
- *Third phase of Tanna and Malekula road infrastructure project*
- Extra…

Program and or NSDP Target	ECO 1.1, 1.2, 1.3, 1.7, 2.5, 3.5 SOC 6.1, 6.2, 6.4, 6.8, 6.9 ENV 5.4 Provide leadership and coordination role within the Ministry's Departments, other agencies and develop government's overall economic policy objective that links parallel with expenditure and revenue, manage and minimize debt with continue strengthen government budget process. Also provide the necessary policy as well as regulatory environment, to foster revenue collection in order to invest on public capital goods with ultimate aim of achieving high growth rate for the economy. Refer to Vanuatu Government NSDP document – The 2030 Peoples Plan
Objectives	Provide high level policy and administrative support to Hon. Minister, the Council of Minister (COM), Central Agencies Committee (CAC) and the Development Committee of Officials (DCO), MFEM Departments, other government agencies, coordinate major initiative, and ensure a professional, responsive, partnership and high performing Ministry aiming to focus on the following strategic objectives as listed in previous page above.
Outcome(s) **The outcome should link directly with ECO, SOC & ENV pillar.**	I. Increase political ownership on how to proper manage government budget spending, fiscal and monetary policies and strategic approaches. II. Improved government budgeting process, proper manage government debt/environment with the following features: · Enhanced meaningful budget planning capacities · Strengthened sustainable government financial resources management · Assist Ministry of Trade and Ministry of Agriculture stimulate locally based goods and services production aiming at ful filling domestic market requirements and to some extent pursue import-substitution targets · Stimulate local based demand through fiscal policy to improve demand/supply. · Improve legal and regulatory frameworks supportive of investment in public capital goods. · Improved institutional and functional set-up for MFEM.
Output(s) **The Output must be relate directly to ECO, SOC & ENV pillars mentioned in the NSDP**	· All annual Service Targets met and through MFEM Departments delivering according to Budget Narratives

Key Activities	Our Output or Service	Responsibilities within Ministry & Stakeholder Agencies by Position	Timeframe for Delivery	Delivery Risk Assessment and Mitigation Measures
MFAA, MFBA, MFBB, MFCC & MFEC – DG – CTB – IAU – Price Control Bureau – Portfolio Coordination. **Departments – DOFT, DCIR & VNSO**	· Our output or service targets are outlined in the Development and endorsement of policy and regulatory frameworks of the National Government plan. The 2030 People's Plan.	Ministerial Cabinet and Office of the Director General including MFEM three (3) Departments/Sections strategic priorities outlined in the proceeding pages below.	2022 - 2025	

Programs and Activities - MFBB EXECUTIVE MANAGEMENT AND CORPORATE SERVICES- INTERNAL AUDIT UNIT

Program: Provision of Internal Audit services (advisories and consulting services), Risk and investigation services, as mandated in the Public Finance Management Act 2020 and Public Finance & Management Regulation Order (Risk & Audit) Regulation no.88 of 2021.
Our Vision: The Government of Vanuatu's organisational risks are appropriately migitated, enhancing its ability to achieve its objectives.
Our Mission: To enhance and protect organisational value by providing risk based and objective assurance, advice and insight.

Objective 1: Plan and perform audits to: Plan and perform audits to:
· Review and assess the soundness, adequacy and application of accounting, financial and other controls in place to achieve the strategic goals of the Government. Recommend improvements where required.
· Encourage the economic, effective, and efficient use of Government resources.
· Ensure the integrity and reliability of financial and operational information produced by the Government.
· Assess the level of compliance with established Government laws, policies, procedures, and plans including behavioural and ethical expectations.

Objective 2: Increase the level of capacity of the internal audit unit.

Outcome:
1.1 – Quality recommendations from Internal Audit Reports are implemented by the auditee.
1.2 - Constructive, effective, and timely advice provided to government through Director- General and the internal audit committee.
1.3 – Audit activities are aligned with the NSDP.
1.4 – NSDP Strategic risks are identified and managed.
1.5 – Audits performed are based on annual risk-based audit plan approved by the RAC.
1.6 – Improved audit activities through use of CAAT's and TeamMate management system.
1.7 – The government's financial and operational reporting is complete, reliable, and on time.
1.8 – Unethical behaviour and non-compliant activities are minimized within the public sector.
1.9 – The possibilities of fraud occurring and misappropriation of public resources are mitigated by effective control policies and procedures, laws, and behavioural and ethical requirements.

2.1 – Internal audit unit is adequately staffed with improved staff competency through continuing professional development.

Output:
1.1- Conduct Risk assessment for the whole of the government to identify strategic, financial, and operational risks to the achievement of government objectives.
The Government of Vanuatu risks identified through consultations are recorded and maintained by IAU.
1.2 A training plan is developed and incorporated into the DOFT as well as other line agency's Training Plan, in order to improve understanding and the management of risk.
1.3- Increase awareness on risk management to reduce losses, misappropriations and mismanagement of public resources.
Controls to manage government resources are effective and efficient to ensure maximum benefit is achieved.
Improvement is made to auditing tools and methods currently in use.
1.4 - Evaluate control, efficiency and effectiveness and provide management and board assurance that controls are in place.
Ensure compliance with laws and regulations and help to maintain accurate, reliable, and timely financial reporting, and data collections.
1.5- Increase awareness on appropriate and effective ethical standard within the Public Sector to ensure transparency and good governance.
1.6 Agencies assisted to draft and effect fraud control plan, as per the requirements of the PFEM Act (including arrangement for dealing with conflict of interest and hospitality).

2-1 Vacant positions filled by staff who obtained appropriate trainings. Structure resubmitted to PSC.

NSDP Target: To manage the MFEM and Government financial resources at the highest standards (SOC 6.1)

Objectives	Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
Objective 1: • Review and assess the soundness, adequacy and application of accounting, financial and other controls in place to achieve the strategic goals of the Government. Recommend improvements where required. · Encourage the economic, effective, and efficient use of Government resources. · Ensure the integrity and reliability of financial and operational information produced by the Government. · Assess the level of compliance with established Government laws, policies, procedures, and plans including behavioural and ethical expectations.	Quality recommendations from IAU's audit report are implemented by the auditee.	Continue to perform annual consultations with Auditor General, key staff (including RAC) and line Ministries to update the Government Risk Matrix.	IAU Manager, MFEM Risk & Audit Committee and Audit Team, QA Reviewer	Ongoing 2022-2025	Unavailability of key management officers of line agencies to attend to scheduled meeting. Consultation and awareness held and effectiveness of RAC.
		Continue to use and update the Recommendations database including: obtaining feedback on auditee's progress 6 monthly; updating the RAC on progress; and requesting the RAC's assistance in the implementation of recommendations.			Limited IAU's knowledge on other TeamMate functionality. Require TA's Assistance.
		Consider external review arrangements for assistance and Quality Assurance implementation. Implement Quality Assurance (QA) program to ensure audit engagements adhere to IPPF.	Continuing external assistance with GFG adviser, consider, twining arrangements for Quality Assurance process.	Ongoing 2022-2025	Internal audit process not conforming to internal auditing standards, leading to increased risk of low-quality audits.
		Update audit manual detailing the planning process.			QA reviewer to be sourced externally due to insufficient local expertise to conduct QA.
		Obtain feedback from auditees regarding the audit process and quality of our work	Internal Audit Staff		Ensure both Internal and external Quality Assurance process is performed on risk-based audits.

Objectives	Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
Objective 1: Cont	Performed risk-based audits with assurance provided to management through the audit reports recommendations. Continue using TeamMate Audit Management Software and other Computer Assisted Audit Tools and Techniques.	IAU audit report recommendations gave assurance on the level of controls implemented by management on various business operations. Advisory opinion on business operations sought from IAU by management.	IAU Team	Ongoing 2022-2025	Three (3) staff members of IAU cannot perform audit of all line agencies. However, Risk-based audit planning approach is performed by IAU.
	Continue using TeamMate Audit Management Software and other Computer Assisted Audit Tools and Techniques.	Continue using and updating guidance in TeamMate.	Internal Audit Staff	Ongoing 2022-2025	Limited teammate users allowed to IAU, no IT support, and interruptions of government internet.
		Attending Teammate University, conference, and trainings			Delay to migrate as no full time IT Officer
		Increase quality of audit documentation and review through Quality Assurance processes	Manager IAU, Risk & Audit committee		Delay to migrate as no full time IT Officer.
		Explore usage of data analytics within TeamMate.			Limited access/cost (one license under AG) Government Network connection problems
		Continue to store corporate information including Risk assessments and Audit Committee secretariat papers.	IAU Manager, Audit team, Teammate Software Provider		
		Discover and comprehend the additional features of the teammate software that can be used to manage risks, manage time, and conduct surveys.			

Objectives	Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
Objective 1: Cont	Implement Public Finance Management Act and Regulation requirement of RAC and Internal Audit function (Financial Regulation Part 15 & 16)	Increase RAC effectiveness, by encouraging meetings, presentation on key roles, and performing secretariat function effectively.	Manager IAU, Risk & Audit committee	Ongoing 2022-2025	Delay in appointing RAC members specific to related field and qualification.
		Assist in the establishment of additional Internal Audit Units (IAU) and Audit Committees within Government ministries (3 Internal Audit Unit per Ministry per annum).			Delay by establishing a system of risk oversight and management for the agency.
		Facilitate the establishment of a risk management function in MFEM, to manage MFEM's risk and responses.			MFEM IAU has limited resources to perform IA functions for other line agencies. Other line agencies will need to establish their own IA functions.
		Review the legal framework of the IAU and the Audit Committee, assess if appropriate and recommend changes are required to ensure independence and effectiveness.	Manager IAU, Risk & Audit committee, HRM and EO		CSU to complete all necessary requirement to established the function. Independence and effectiveness of IAU is established.
	Continue to develop and improve the risk assessment framework	Government Risk Matrix procedures improved and updated the Government Risk Matrix annually using an incremental process.	Manager IAU, Risk & Audit Committee	Ongoing 2022-2025	Limited IAU's knowledge on other TeamMate functionality. Require TA's Assistance.
	Provide advice and assistance to develop a Fraud Control Plan	Assist in designing a framework for agencies to use to monitor and report fraud.	Director of Finance, IAU Manager	2023	Delay to develop policy

Objectives	Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
Objective 2 Increase the level of capacity of the internal audit unit.	Develop and Increase Human Resources capacity.	An appropriate structure established for each audit activity of the IAU to be completed appropriately: Compliance, Risk and Investigation.	MFEM CSU Manager Human Resource, IAU Manager	Ongoing 2022-2025	Review Structure as per the implementation of the Public Finance Regulation added responsibilities of the IAU. Limited office space.
		Two vacant positions under the current structure are recruited			
	Capacity building of Internal Audit Staff	Update knowledge of internal Auditors on Internal Audit fundamentals, ethics, soft skills, technology, sampling and analysis.	IAU Manager, MFEM Risk and Audit Committee and Public Service Commission – PUI- HRM	Ongoing 2022-2025	Availability of funding Availability of courses or training programs Provide training by TA's Increase the competency of Auditors through trainings
		Increasing the number of certified auditors will increase their knowledge and add value to the organization, by improving the quality and implementation of risk-based audit plans.			
		To achieve these improvements above, internal auditors are encouraged to attend training, such as - Internal Audit Conference - Overseas Exposure visits of Internal Auditors - Continue with staff studying the Graduate Certificate of Internal Audit. (2 -2022, 1 -2023. 2 -2025) or any area associated with this function. - Affiliate membership of IAU staff to a professional body.			

Programs and Activities -MFBB EXECUTIVE MANAGEMENT AND CORPORATE SERVICES- CENTRAL TENDER BOARD & SECRETARIAT

Program: **Central Tender Board & Secretariat**

Objective 1: All procurements made by the Government agency must be in accordance with the Law

Objective 2: Government agencies are to seek the best value for money from all procurements they make

Objective 3: In procurement Government agencies must seek to promote and effective competition between potential suppliers

Objective 4: Staff undertaking procurements are to perform their purchasing duties ethically

Objective 5: Staff undertaking procurements are to be proactive in improving opportunities for Ni-Vanuatu enterprises

Objective 6: Heads of agencies are accountable to their respective Ministers for ensuring that the procurement activities of their agencies are conducted in accordance with these principles and with the supporting Procurement Manual disseminated by the Ministry of Finance and Economic Management

Objective 7: Sales of Government assets are to be undertaken in accordance with the above principles

Outcome:

1. A Government agency shall promptly make available or provide on request to any interested supplier tender documentation that includes all information
2. The effective, efficient, and economic use of resources, which requires an evaluation of relevant costs and benefits along with an assessment of risks, nonprice attributes, and/or total cost of ownership as appropriate
3. Public procurement is the process of purchasing goods or services by the public sector, the aim of which is to secure the best value for public money
4. Procuring Government agency (GoV Line Ministries/Department) play a key role in assuring that workers within supply chains are treated fairly, including compliance with employment standards
5. Government has increased access to financial services with rural banking services expanded through the National Bank of Vanuatu and the Vanuatu Agriculture Development Bank
6. Respect the principles of Government contracting by enhancing fairness, access and transparency
7. Asset disposal must be conducted via an open and transparent process - preferably some sort of public auction. This should be documented for audit purposes

Output:

1. Legislation, Regulations, Manuals and Bidding documents should be made public, through the Central Tenders Board (ctb.gov.vu) website
2. It is the achievement of a desired procurement outcome at the best possible price - not necessarily the lowest price - based on a balanced judgement of financial and non-financial factors relevant to the procurement
3. Competitive bidding between firms drives lower prices, higher quality and increased innovation
4. The ground rules for good ethics in procurement are simple enough. Practice integrity, avoid conflicts of interest and personal enrichment, treat suppliers equally and fairly, and comply with legal and other obligations - DO WHAT IS RIGHT. NOT WHAT IS EASY
5. The quality of Vanuatu's public expenditure is improved
6. Holders of public office should exhibit *these principles* in *their* own behavior and address ethical issues throughout the *procurement process*
7. The guidelines for asset disposal are set out in the PFEM Act regulations and also the Contracts and Tenders Act Regulations. Policy guideline for sale of government used motor vehicles through auction was recently endorsed by DG MFEM on 5/09/22

NSDP Target: To ensure government obligations are paid on time while maintaining a high level of compliance to minimize risks, to ensure value for money for the services and goods rendered to the government. [ECO 1.1]
To manage the MFEM and Government financial resources at the highest standards (SOC 6.1)

Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1. Responsible to coordinate and manage the Vanuatu Government's tender process for higher value procurement that the value of purchase exceeds VUV 10,000,000 threshold	· GoV Line Agencies Annual Procurement Plan · New Budget Proposal related to procurements · Donor Funded Projects - *Ambae Recovery, TC Harold Response Program, Roads for Development II - R4D2, etc*	Central Tenders Board (Chairperson, Members & Secretary) Director General of GoV Line Agency responsible or his or her representative	2022 - 2025	· Difficult to meet deadlines due to ongoing challenge with COVID-19 cases · Availability of funds · Delay in COM endorsement of Higher Value Procurements
2. Coordinate and assist with updating legislative framework to GoV Line Agencies	· Recent Amendment of Contracts and Tenders Act - CAP 245 · Recent Amendment of Contract and Tenders Regulation order No. 160 of 2021 · Ongoing consultation to develop and finalise the Procurement Manual	Central Tenders Board Secretariat, Director Generals, Executive Officers, Heads of Departments	2022 - 2025	· Availability of training to enhance knowledge capacity of officials · Online training
3. Provide ongoing procurement related advisory to GoV Line Agencies	· Assist on day-to-day basis on issues in relation to procurement such as checking of document submission requirement before a Central Tenders Board meeting is convene	Secretary, Central Tenders Board assisted by the Administration Officer to the CTB Office	2022 - 2025	· Human resource capacity to input low value procurement
4. To establish and maintain the Board's website	· Central Tenders Board website was established for the provision of procurement information and the publicity of Government Contracts - electronic advertising	Secretary, Central Tenders Board assisted by the Administration Officer to the CTB Office	2022 - 2025	· Human resource capacity to input low value procurement

Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
5. To develop, introduce and manage electronic information and procurement system for the procurement of works, goods and services in Vanuatu	Tender Management System (TMS) - a database system developed by the Central Tenders Board to help: • to present a quarterly report to the Council regarding contracts approved bythe Board; and • to present an annual report to the Government regarding the overall functioning of the public procurement system	Secretary, Central Tenders Board assisted by the Administration Officer to the CTB Office	2022 - 2025	· Grant access to other designated user within different GoV Line Agencies to input data · Human resource capacity to train users

Programs and Activities - MFBB EXECUTIVE MANAGEMENT AND CORPORATE SERVICES – Price Control Bureau (Office)

Program: Price Control Bureau (Unit)

Objective: Monitor price of basic household goods items in Vanuatu in collaboration with Government institutions in order to reduce price at a reasonable level.

Outcome:
1. Monitor the Prices of a basket of 32 basic household good items in Vila and Efate rural, Luganville and Santo rural and Lenakel and Tanna rural.
2. Monitor the prices of local food in Vila, Luganville and Lenakel.
3. Adhere to consumer complains and assist them with their queries.
4. Assist the Ministry of Health during inspections by removing expire food on the shelves.
5. Work in collaboration with the Municipalities, Provinces and the Ministry of Agriculture to determine the right formula to price the local food.

Establish a Memorandum of Understanding (MOU) with the Ministry of Internal Affairs to work with the Area Administrators and the Area Secretaries in the Provinces.

Output:
1. Monitor, inspections and analysis followed by a report comparing Vila, Luganville and Lenakel in a certain period of time.

NSDP Target: To reduce reliance on food imports through import substitution for food products that can be produced domestically (ENV 1.3)

Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1. Provide Advise to the Hon. Minister of Finance, Director General and the Price Control Advisory Committee members.	· Price Controller to report to the Price Control Advisory Committee at least four times in a year.	Price Controller	2022 – 2025	Needs accurate data collection, analysis and to extract a report of the three urban centers in a specific time frame.
1. Collaborate with all the stakeholders and traders to be fair and adhere to the Price Control Act.	· Price Control team will compare the prices of goods and services together with the data analysis to make sure there is fairness.	Price Controller, Price Control Inspectors and the Price Control analysts.	2022 – 2025	Price Control Bureau needs to make a lot of awareness in the future for all the traders to be aware and understand the Price Control Act.
1. Work together with the three municipalities, the provinces and the Ministry of Agriculture to setup the formulas for local foods.	Price Control Team has the price formulas for the local food in the municipal areas.	Price Control Inspectors and the Price Control Analysts.	2022 – 2025	Setup of tables and the introduction of the scales at the market.

Figure 4: Programs and Activities

Program: Meet Government expectations for higher revenues

Objective 1: Provide high-level policy and administrative support to the Director General of the Ministry of Finance & Economic Management (MFEM) through the Revenue Policy Unit (RPU), coordinate major revenue initiatives, and ensure a professional, responsive, and high performing Department.

Outcome: Government meets it long term revenue targets.

Output: All annual Service Targets met and Department delivering according to Budget Narratives.

Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.An action plan for restoration of revenues to the 2020 and 2021 level if implemented focusing upon administrative measures to boost revenue and customs compliance and in sectors least affected by the Pandemic.	DCIR Compliance Improvement Strategy is developed targeting the right sectors	Director DCIR Deputy Directors DCIR Revenue Managers Manager RPU	December 2022	Lack of local expertise and lack of trainings received Sought technical assistance from PFTAC/IMF to assist DCIR and work with a local counterpart to deliver the strategy
2. The Contingency Plan for Business Resumption is updated	A DCIR Business Continuity Plan is developed and all Staff are informed	Director DCIR, Deputy Directors DCIR Managers	December 2022	Staff migration and institutional gaps Succession plans introduced and trainings delivered
3. DCIR support is provided for Vanuatu's compliance with international standards under the OECD Global Forum, the EU Code of Conduct and the taxation of digital services	OECD Global Forum and EU Code of Conduct requirements met and Vanuatu is highly compliant	DG MFEM Director DCIR DDIR Manager RPU	December 2022	Lack of technical expertise in international relations and tax matters Sought Technical Assistances to address OECD and EU strong international compliance requirements A short-term Consultant/Advisor is envisaging and to deliver technical trainings
4.A revised business licensing regime is implemented in all provinces	A simple business license regime Act is passed in Parliament A new business license system is fully implemented by Data Torque New Zealand software Secure budget to fund the upgrades and implementation of the new business license Act	DG MFEM Director DCIR DDIR RPU, Manager TPS Director DLA and Provinces	December 2023	Provincial Government still enforce the old Act and old By-laws issued by the Provincial Government. Provinces still use the old manual system All Provincial Governments implement the same principal Business License Act. Work with the DLA to introduce an operation system to manage the new business license Act
5. Automated information matching to external data sources is introduced, beginning with customs data and extending to other government and third-party providers.	All key stakeholders are consulted and developed an automated information matching system.	Director DCIR, Deputy Directors RMS7 users Electronic Single Window Project Team ICT Section	December 2024	Data quality and credibility is of concern. Lack of local expertise Appoint a Project team with a well define TOR and use the local resources available SOPs are developed
6.Declaration filing and payments are available in electronic form for all major collections, VAT, Excise, Turnover Tax, Business License Fees, Vehicle Licenses, Gaming Duties and Rental tax	TAA passed in Parliament in 2018 Taxpayers/Importers/Exporters are utilizing the online facilities available. All returns, SADs file electronically and payments processed electronically through the banks	DG MFEM Director DCIR Director DoFT DDIR Manager RPU, DCIR Revenue Managers Vanuatu Banks	December 2024	Lack of online facilities due to lack of legal and exiting infrastructures. Lack of commitment from the commercial banks. Banks will absorb the costs of payment gateways and system in place in line with the National Payment System

Figure 4: Programs and Activities

Program: Pro-actively manage the highest customs and revenue risk.

Objective 1: Provide high-level policy and administrative support to the Director General of the Ministry of Finance & Economic Management (MFEM) through the Revenue Policy Unit (RPU), coordinate major revenue initiatives, and ensure a professional, responsive, and high performing Department.

Outcome: The Department identifies the right customs and revenue risks, employ the right risk treatments to ensure Government meets it long term revenue targets.

Output: All annual Service Targets met and Department delivering according to Budget Narratives.

Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.A compliance improvement strategy is introduced for the revised large taxpayer and large trader groups	DCIR inclusive Compliance Improvement Strategy (CIS) is developed focusing mainly on the large taxpayer and large trader groups These groups contribute 80% to 90% of the Government revenues annually	DG MFEM Director DCIR Deputy Directors DCIR Managers Manager RPU	December 2022	Lack of local expertise and lack of trainings received Sought technical assistance from PFTAC/IMF to assist DCIR and work with a local counterpart to deliver the strategy Greater focus and resources allocated on these groups
2.The Post Clearance Audit (PCA) program is expanded	The current PCA Section structure is expanded and approved and the Post Clearance Program is fully resourced Vanuatu conforms and comply with the WCO requirements as an active member	DG MFEM Director DCIR PSC Deputy Director Customs PCA Manager Customs Managers Manager Corporate	December 2023	Lack of support to expand the PCA program The PCA structure is approved and PCA program is expanded
3. A target center is introduced for analysis of Customs profile results (e.g., rate of seizure, amounts of fines and penalties and prosecutions compared to baselines).	DCIR target center is established and introduced	Director DCIR Deputy Director Customs Customs Managers Manager III / Intelligence Officer	December 2024	Lack of support staff to create the target center Appoint a taskforce with a clear TOR to work on all the requirements/pillars in order to establish a target center Develop an SOP for reporting purposes Introduce a reporting channel and requirements for management purposes
4. A pilot of electronic invoicing for the largest taxpayers is introduced	A feasibility study will be carried out and to explore the possible solutions available A pilot project to be carried out and some study tours will be envisaged with the need to explore the technological solutions available	DG MFEM Director DCIR Deputy Directors DCIR Managers Manager RPU	December 2025	Lack of support from Government and Revenue Policy Unit/DoFT Appoint a special project team with a clear TOR to work on all the requirements/possible solutions and conduct a feasibility study and develop a concept paper and submit to the Director DCIR Manage the risk of cash economy

Figure 4: Programs and Activities

Program: Protect our Borders

Objective 1: Provide high-level administrative supports to the Director DCIR through coordination, strengthening and protection of borders, enforcements and protection of the communities and ensure a professional, responsive, and high performing Department.

Outcome: The Vanuatu borders are highly protected, safe and our communities are safe from any prohibited and restricted goods.

Output: All annual Service Targets met and Department delivering according to Budget Narratives.

Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.The resources for monitoring and surveillance at seaports, airports and postal functions are expanded	Adequate modern technological resources are acquired to support and improve monitoring and surveillance at the seaports, airports and postal functions	DG MFEM Director DCIR Deputy Directors Customs Managers Manager Customs Border Intelligence Officer	December 2022	Lack of funding supports The adequate and modern technological resources not available Global pandemic delays the implementation plans Prepare a business concept paper and work with DG MFEM to seek some donor funding supports Work on the procurement requirements, include a service and maintenance agreement for sustainability requirements
2. DCIR enhances the networking and partnerships with Australia and New Zealand for tracking the movements of small craft and people across borders.	Revisit our bilateral agreements and arrangement and enhance our networking with our traditional partners Australia and New Zealand Seek technical assistance from them regarding the best practices, SOPs, capacity building and Information sharing	DG MFEM Director DCIR, Director DoFA Head of Protocol Division DCIR Managers	December 2023	Lack of positive support from our traditional partners Australia and New Zealand Engage the Department of Foreign Affairs to assist and facilitate through Government-to-Government bilateral discussions Use the national security talks /dialogues to raise our needs
3. A delegation of powers to the local authority (Ministry of Internal Affairs) to perform the role of Customs at a community level is operational	MOU signed between Director DCIR and Director DLA Capacity building training needs delivered to all provincial Area Administrators, third party and authorised persons Establish performance assessments and reporting requirements Outsourcing services and continuous trainings required	Director DCIR Director DLA State Law Office/SLO Deputy Director Customs Manager III Customs Managers	Ongoing	No proper trainings provided Lack of work performances and supervision and report Review the Oaths and Delegation instruments on an annual basis to test the effectiveness Introduce a partnership arrangement and continuously review the MOU entered into Conduct trainings annually and assess work performances

Figure 4: Programs and Activities

Program: Lift trade facilitation and services standards.

Objective 1: Provide high-level policy and administrative support to the Director General of the Ministry of Finance & Economic Management (MFEM) and the Director DCIR through the Revenue Policy Unit (RPU), coordinate and facilitate legitimate trades and ensure trade is seamless and our services standards are relevant and we are seen as a professional, responsive, and high performing Department

Outcome: Vanuatu meets its international standards and obligations on trade facilitation as an active member of the WCO and WTO and ensure our service standards are relevant.

Output: All annual Service Targets met and Department delivering according to Budget Narratives.

Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.The new Revenue Tribunal is implemented	The new Revenue Tribunal required under the Tax Administration Act No. 37 of 2018 is established and implemented	DG MFEM DG Justice & Community Services Director DCIR Deputy Directors DCIR Managers Manager RPU	December 2022	Lack of supports and cooperation from the Ministry of Justice Lack of support from the Vanuatu Judiciary/Chief Justice and Chief Registrar of the Supreme court Engage the DG of Justice through DG MFEM Engage the Hon. Minister of MFEM with the Hon. Minister of Justice
2.Customs and revenue rulings are published	Public Customs and Revenue rulings are published annually	Director DCIR Deputy Directors DCIR Managers State Law Office/SLO Manager RPU	Ongoing	Rulings are delayed and not publish on time Manager III Section take care of all request received and work with the SLO and DCIR Senior Management team to ensure rulings are published without delays
3. A dedicated team and improved controls is operating in DCIR for call-based enquiries and other information channels (e.g. email and letter).	A call center and dedicated team is established Improve taxpayer services expectations and experiences in line with the approved clientele service standards	Director DCIR Deputy Directors DCIR Managers	December 2024	A dedicated team is not in place due to lack of staff Improve our organization structure to accommodate the needs and hire the right people with the right skills and qualifications

Figure 4: Programs and Activities

Program: Lift trade facilitation and services standards (continue)

Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
4. A nationwide education and outreach socialization program is delivered on the role for taxes and customs mobilization and import and export processes	Develop a communication strategy aim to address customs and tax education and outreach programs Inform all the external holders about their legal tax obligations and the existing work processes	Director DCIR, Deputy Directors DCIR Managers	December 2024	Delay with staff recruitments resulting with lack of staff Luck of fundings supports receive Improve our organization structure to accommodate the needs and hire the right people with the right skills and qualifications
5. A school-based curriculum for tax and customs socialization is in place.	Consult all the key stakeholders – VQA, VIT, VNU and USP Prepare a concept paper and seek Government support to establish a school base curriculum for customs and tax in Vanuatu	DG MFEM Director DCIR Deputy Directors DCIR Managers VQA, VIT, Director Education Services/MOE	December 2025	Lack of support from the external key stakeholders Consult all key stakeholders get their agreement and seek national Government supports and funding

Figure 4: Programs and Activities

Program:Upgrade skills and knowledge

Objective 1: Provide high-level administrative support to the Director DCIR, coordinate human resource development and addressing staff capacity building needs and ensure a professional, responsive, and high performing Department.

Outcome: Department staff are upskilled, trained, talented and knowledgeable in their roles and responsibilities.

Output: All annual Service Targets met and Department delivering according to Budget Narratives.

Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.Our Corporate services team is expanded	The current Corporate Services Section structure is expanded and approved and is fully resourced to support the Department as a central agency	DG MFEM PSC Director DCIR, Deputy Directors DCIR Managers HRM MFEM	December 2022	Lack of support to expand the Corporate Services Section The Corporate Services is approved and Section is expanded
2.A capacity development plan for the staff to manage largest trader and taxpayer risks is launched with donor support	A capacity development plan is developed with great focus on the largest trade and taxpayer risks	DG MFEM, Director DCIR, Deputy Directors DCIR Managers Donors	December 2023	Lack of donor supports The capacity development plan is not developed Develop a business case and request donor funding supports to provide technical assistance and capacity building
3. Our regional engagement is extended including through remote links, virtually to build a pool of expertise in customs and tax and for the South West Pacific Island States	DCIR identify local customs and tax experts in fields – rules of origin, valuation, Harmonised Schedule (HS), Tariffs, Pacific Leadership Management Program (PMDP) Liaise with the regional institutions, partners and join the Pacific pool of expertise	Director DCIR Deputy Directors DCIR Managers OCO PITAA	December 2024	The pool of regional expertise not materialised Establish bilateral discussions and dialogues with regional partners like OCO and PITAA to work towards establishing the pool of experts

Figure 4: Programs and Activities

Program: Consolidate our organization, work processes and information technology

Objective 1: Provide high-level administrative support to the Director DCIR to promote a unified organization, modernise work processes and promote the use of information technology as a working platform and ensure a professional, responsive, and high performing Department.

Outcome: A vibrant and corporate organization with streamline and modernise work processes and promoting the uses of information technology during this era.

Output: All annual Service Targets met and Department delivering according to Budget Narratives.

Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.The roll-out of a functional organization model is completed across all DCIR Offices	DCIR fully implemented the functional business model in both Customs and Inland Revenue (Tax) and comply with the international best practices	Director DCIR Deputy Directors DCIR Managers	December 2023	Change in the new business model is not accepted Develop an action and transitional plan In-house workshops and fresher trainings will be conducted on the business model Seek PFTAC/IMF assistance to conduct an organization audit
2.Online access for tax registration and tax accounting information is available.	The e-tax component of our system (RMS7) upgrade is completed and official launched All power users are training to uses the online system supports and facilities available	Director DCIR Deputy Directors IRD Managers Data Torque (NZ) OGCIO	December 2023	Delay with the Data Torque system upgrade Lack of project funding of the RMS7 upgrades Commercial bank challenges with payment gateways
3. A unit for data analytics and compliance risk management is operating across revenue and customs functions.	A unit is established under the new DCIR Corporate structure, new Design and Monitoring system Hire Officers with specialised skills in ICT, excel spreadsheeting, data analytics	Director DCIR PSC Deputy Directors IRD Managers Data Torque (NZ) Manager ICT	December 2024	The unit stricture is delayed and not approved Develop a business concept to justify the needs and seek DG MFEM and PSC approval Rightly resource the unit and ensure DCIR trade data is reliable and credible at all times

Figure 4: Programs and Activities

Program: Consolidate our organization, work processes and information technology (continue)

Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
4. The core processes and internal controls for registrations, declaration filling, audit and debt collections are modernized.	• Fully modernized core processes for registrations, declaration filling, audit and dent collections using the RMS7 system • A highly efficient and effective tax administration services provided • Taxpayers and customers are fully satisfied with the services provided	Director DCIR, Deputy Directors DCIR Managers	Ongoing 2022 - 2025	• The RMS7 system upgrade is delayed • Inefficient and outdated work processes • Develop new SOPs for all core processes – registrations, declaration of returns, audit and debt collections • Conduct trainings for all Officers/users • Customer satisfaction survey conducted
5. A sustainable platform for the Integrated Tax Administration System is in place	• Establish a sustainable platform focus on shared necessary knowledge to improve the effectiveness of an integrated tax system • Demonstrate a sustainable development	Director DCIR Deputy Directors DCIR Managers PFTAC/IMF – donors Manager RPU	December 2024	• Lack of local experts available and a sustainable platform is not realised • Appoint a project team under DCIR modernization and reform plans to develop a concept paper and seek technical assistance from PFTAC/IMF

Program: Producing and providing timely and quality statistical data to our customers/clients

Objective 1: To manage the MFEM and Government financial resources at the highest standards (SOC 6.1)

Outcome: Timely and quality economic data for evidenced-based policy decisions

Output:
- Rebased National Accounts,
- Consumer Price Index reweighted,
- regular economic reports released using Reproduceable Analytical Pipeline (RAP) platform
- Staff capacity building

Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1. Produce and regularly publish robust official statistics that inform the status of National Accounts	1.1. Rebased National Accounts report released 1.2. System for quarterly reporting of National Accounts is operational 1.3. CPI Re-weights and system upgrade in place 1.4. Establishment of Centralize Business registry	DG, Government Statistician, Principal Statistician	1.1. December 2023 1.2. Marc 2024 1.3. June 2023 1.4. December 2022	Need to manage pressures for releasing National Accounts with the mandate for production of quality official statistics that can be trusted.

Program: Developing and institutionalizing statistical capacity on NSS and ownership of NSDS

Objective 4: To collect, compile, provide and disseminate statistical data (Soc 6.9/Eco3.5)

Outcome: Clear Strategic Direction, good internal and external communication, sound monitoring and accountability, promote social activities

Output: Prioritization of Resources, team work, distinct work alignment, ability to telling a story with data, institutionalizing Incentives Ownership of NSDS, Statistical capacity NSS, Disseminating User Friendly Statistics

Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1. Update statistics legislation and regulations to address Vanuatu information and policy needs and ensure that agencies have the authority to collect and disseminate statistical information.	1.1. New Statistics bill passed into law by Parliament. 1.2. Awareness on new Statistics Act 1.3. Regulations for the New Statistics Act are developed to help inform policies on data access, data sharing, data service revenue, and other areas where further guidance and structure is required.	Hon. Minister MFEM, DG, Government Statistician State Law Office	1.1. May 2022 1.2. May 2022 1.3. December 2024	Needs full Ministry support; Publication of New Act subject to gazetting; Regulations are ongoing, but the first ones should be published by the end of 2024.
2. Strengthen partnerships, improve collaboration, coordination, consultation between clients, stakeholders and donors in line with the National Strategy for the Development of Statistics (NSDS).	2.1. Statistical Advisory Committee (SAC) established 2.2. Data Collection Steering Committees established 2.3. Development of methodologies, and quality improvements; 2.4. Sector level Technical Working Groups (TWGs) established to help coordinate the supply of data; 2.5. NSDP Platform is developed to keep decision makers and the public informed on progress against national policy objectives. 2.6. VNSO to establish MOAs with key data suppliers 2.7. Constituency Profiles are developed and maintained in partnership with Parliament. 2.8. Statistics related disaster plan/strategy in place	DG, Government Statistician	2.1. July 2022 2.2. December 2022 2.3. December 2022 2.4. December 2022 2.5. December 2023 2.6. December 2024 2.7. December 2023 2.8. December 2022	MOA development and management with key data suppliers is ongoing, however, the main data suppliers should have up to date MOAs with VNSO by December 2023. Constituency Profiles to be updated every four years. Disaster Strategy is dependent on NSDS commitment by strategy NSDS requires implementing framework

Program: Developing and institutionalizing statistical capacity on NSS and ownership of NSDS (Continue)				
Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3. Maintain 10-Year Data Collection activities for adequate budgetary preparation	3.1. Review made to 10-Year Data Collection Plan endorsed by COM 3.2. Funding support from the Government and partners is secured in advance of planned data collection activities 3.3. Formally incorporate robust Melanesian Wellbeing Indicators into modular Household Income and Expenditure Survey	DG, Government Statistician SAC	3.1. September 2022 3.2. Ongoing 3.3. June 2024	Securing funding support for data collection is extremely difficult given the high costs of fieldwork. Development Partner Dialogue required to discuss costs and benefits
4. Improve cost efficiency of producing official statistics, as well as improve the management and control of national data, through the adoption of relevant technological methodologies and equipment	4.1. Establish local server capacity with OGCIO for hosting CAPI solutions such as Survey Solutions and Kobo toolbox in Vanuatu 4.2. Develop Reproducible Analytical Pipelines (RAP) for key regular reporting output 4.3. Upgrade VNSO local server hardware to secure national data 4.4. Establish methodologies for use of satellite imagery to assist with data collection 4.5. Establish a Data Science Unit at the VNSO to foster research and use of existing data. 4.6. Transition into effective flexible working environment	DG, Government Statistician	4.1. July 2021 4.2. December 2021 4.3. June 2022 4.4. December 2023 4.5. December 2024 4.6. December 2024	The risk in delivery is low for all planned output / target. Establishment of a Data Science Unit will depend on PSC approval of restructure.
5. Develop a Harmonized National Statistics Office	5.1. Develop Five-year VNSO strategy with monitoring and evaluation framework. The strategy to be reviewed annually. 5.2. Section strategies developed that is linked to the VNSO strategy and has key indicators to measure success. 5.3. Develop of Standard Operating Procedure for specific routine activities and establishing metadata for each activity 5.4. Conduct Institutional review of VNSO 5.5. Review of the VNSO Organisational Structure	GS, Principal Statisticians, Senior Statisticians, Statisticians	5.1 December 2022 5.2 December 2022 5.3 December 2023 5.4 December 2022 5.5 December 2023	VNSO strategy to align to NSDP and NSDS, including the revised regional Ten Year Pacific Strategy for Statistics (TYPSS) VNSO organizational restructure is dependent on organizational reviews PSC commission approval or the revised structure to reflect demand

Program: Developing and institutionalizing statistical capacity on NSS and ownership of NSDS (Continue)

Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
6. Enhancing Performance to Inform Public Policy Debate	6.1. Develop Activity tracking system used for fair rewards-based system. Staff that are consistently achieving according to their work-plan rewarded. 6.2. Ongoing capacity building in line with Skills and Capability Audit highlighted number of key areas- Strategic Leadership and Management, Project Management, Use of Analytical Software (R, QGIS), Data and Meta-Data Instruments, Subject Knowledge of Sectional Outputs, Communicating Data and Report writing. 6.3. All training has to produce guidelines for institutional memory- standards, procedures, and methods. These processes are key for learning, creating standardisation and improving quality. 6.4. Institutional Training Strategy Developed. Trainings specific to each Section, and JD outlined. Research online courses, and connect to international organisations for training opportunities 6.5. Delegation of responsibilities to provincial offices and working through provincial TAG and provincial networks 6.6. Map all surveys and censuses that we have data for. Look at indicators of these and as an institution 6.7. Organise Public Policy Analysis sessions with stakeholders (government, development partners, private institutions, academics). Economics, and Social & Environment develop Public Policy Analysis	GS, Deputy GS, Principal Statisticians, Senior Statisticians, Statisticians	6.1 December 2022 December 2024 6.2 December 2023 6.3 December 2023 6.4 December 2022 6.5 December 2023 6.6 December 2023	Availability of training and courses for capacity building are limited by pandemic. Capability audit to apply to stakeholders within the National Statistical System

Program: Developing and institutionalizing statistical capacity on NSS and ownership of NSDS (Continue)				
Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
Improving policy, planning and decision-making	7.1. Use programme with parliament to demonstrate developing statistical capacity in evidence-based decision making 7.2. Strengthen support towards statistical section of stakeholder Ministries through the National Strategy for the Development of Statistics (NSDS) 7.3. Capacity building of MDAs integrated into work-plan with clear direction of what want to achieve, and this is monitored and followed up. 7.4. Work with ministries to develop set of indicators that are aligned to NSDP and closer working relationship with Sector Analysts 7.5. Engagement with schools and academic institutions, on what we are doing improve statistical literacy. Build awareness of the importance of data. VNSO staff to be formally introduced and begin to build relationship with them- identify Champions. Conduct assessments on data production and capacity to make recommendations.	GS, Deputy GS, Principal Statisticians	7.1 December 2022 7.2 December 2023 7.3 December 2023 7.4 December 2023 7.5 December 2023 7.6 December 2024	The success of NSDS is dependent on commitment towards implementing the roadmap

Program and Activities – Department of Finance and Treasury

Program: Treasury Division – To provide a prudent Fiscal Management, Debt Management and Economic Policy Advisory.

Objective 1: Strengthen fiscal management, maintain a manageable debt level and foster a sustainable economic growth [ECO 1.1, 1.2, 1.3, 1.7, SOC 6.1, 6.4. 6.5, 6.7, 6.8, 6.9].
Objective 2: Provide policy advice to the Minister of MFEM and the Government through the DG on economic and financial matters.

Outcome: The department provides a prudent fiscal management at all levels of the government to enable sustainable economic growth.

Output: Annual budget process and budget management. At the same time maintain a manageable debt level and foster a sustainable economic growth.

NSDP Target: Maintain a balance / surplus budget, maintain debt to GDP below 40% of GDP and a positive GDP growth (>2.3% per year).

Key Activities	Output or Service Targets	Responsibility within Ministry & Stakeholder Agencies Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.Oversee the administration and organization of MBC, MEC and Cash Flow meetings	Number of Meetings per year; · 3 MBC meetings · 4 MEC meetings · 4 Cash flow meetings	1. MBC members, 2. DOFT – Director, DD Treasury and Managers, DSPPAC 3. RBV, VNSO & DOFT - Treasury 4. RBV & DOFT - Treasury	Ongoing 2022-2025	1. No of quorum for Meetings. 2. Change in Government Policy 1. Reconvene meetings at suitable time. 2. MBC, DCO and COM approval.
2. Compilation of GDP Estimates.	· Complete 3 Economic Surveys and organize quarterly MEC meetings. · Advise the MFEM of the outcome.	DOFT- DD Treasury and Economic Manager, RBV and VNSO	Ongoing 2022-2025	1. Availability of data 2. Accessing economic survey information in remote areas. 1. Regular follow up with Agencies to provide data. 2. Use of proxy information or other data sources.
3. Conduction research and analysis on key policy issues.	Timely release of research papers.	DOFT – DD Treasury and Managers, RBV, VNSO	Ongoing 2022-2025	Availability of data. Explore other data sources.

Program and Activities – Department of Finance and Treasury

Program: Treasury Division – To provide a prudent Fiscal Management, Debt Management and Economic Policy Advisory (Continue)

Key Activities	Output or Service Targets	Responsibility within Ministry & Stakeholder Agencies Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
4. Training and development to increase staff capacity and professional both for DOFT and line agencies.	Provide continuous training to staff for Treasury and line agencies	DOFT- Deputy Director Treasury and Managers, Line Agencies Training Providers	Ongoing 2022-2025	Availability of courses or training programs. Provide training by TAs
5. Coordination and Management of Budget Process to meet legal requirements.	· Annual Budget ceilings set by MBC. · Appropriation Bill finalized before 5th November of each year.	DOFT – Director, Deputy Director Treasury, Budget Manager and Line Agencies	Ongoing 2022 -2025	Delay of Budget Submission Effective leadership, communication and consultation.
6. Effective and efficient execution of Budget	· Submissions of cash flows by line agencies before 30 March each year. · Releasing of warrants in timely manner · Release financial circulars in timely manner · Regular Finance Manager's meetings = 2 annually.	DOFT – Director, Deputy Director Treasury, Budget Manager and Line Agencies	Ongoing 2022-2025	1. No proper cash flow submission. 2. No proper planning. 3. No quorum for meetings. Effective leadership and consultation by DOFT and line agencies.
7. Review of Debt Management Strategy	Finalized Debt Management Strategy and Debt Framework.	DOFT – Deputy Director Treasury, Debt Manager	2022	Non-Compliance with Debt Management Strategy Consultation and awareness.
8. Establishment of a Debt Management Information System (DMIS)	· Development and 100 % Implementation of DMIS · Quarterly reports generated from DMIS for stakeholders use.		2022	Delay with inputs of data into DMIS. Ensure monthly reconciliation and monitoring of data inputs for accuracy.

Program and Activities – Department of Finance and Treasury

Program: Revenue Policy and Revenue Operations - Provide government revenue policy advice and management of revenue administrations to improve government revenue generation.

Objective 1: Improve Government Revenue Generation [ECO 1.2]

Outcome: Annual increase in revenue, ongoing collection and reduction in outstanding revenue and revenue is administered in accordance with PFEM Act and other revenue legislations.

Output: All government revenue policies implemented effectively, annual revenue targets are met and increase in revenue collections.

NSDP Target: Increase Revenue by 30 % by 2030 - baseline 2021 recurrent revenue budget (VT 33.4 Billion)

Key Activities	Output or Service Targets	Responsibility within Ministry & Stakeholder Agencies Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.Effective realignment of all revenue reporting systems operating in different Line agencies with centralized Financial Management Information System.	60% - 70% of systems realignments completed	DG, DOFT - Director, Deputy Directors, Managers - Revenue Policy Unit and Revenue Operations, Manager FMIS. Director DCIR and IT team, Directors of other Line agencies	Ongoing 2022 – 2025	· Line Agencies not willing to merge their systems with FMIS. · Technicality in merging the systems. · Inadequate local capacity. DG to issue instructions for all to comply. IT teams to consult and discuss way forward.
2. Provide support to Government ministries to ensure new Revenue Policy initiatives approved by Parliament are implemented and revenue is collected.	90% - 100% of approved revenue initiatives are implemented in the next financial year	DOFT - Director, Deputy Directors, Managers - Revenue Policy Unit and Revenue Operation, Directors of Line Agencies	Ongoing 2022 – 2025	· Slow rate in Implementations of approved policies · Delay in Parliamentary approvals Implementation of approved new revenue initiatives to be included in Directors' and DGs' Performance Agreements and KPIs.
3. Improvement in revenue collection by line ministries	2021 as benchmark · Reduce outstanding revenue by 60 % in 2025 · Revenue to Increase by 3% in 2026	DOFT - Director, Deputy Directors, Managers - Revenue Policy Unit and Revenue Operations, Directors Line Agencies	Ongoing 2022 – 2025	Line agencies reluctant to cooperate with MFEM officials Include revenue collection vs budget target in DGs' and Directors' Performance Agreements and KPIs to ensure compliance.

Program and Activities – Department of Finance and Treasury

Program: Revenue Policy and Revenue Operations - Provide government revenue policy advice and management of revenue administrations to improve government revenue generation (Continue)

Key Activities	Output or Service Targets	Responsibility within Ministry & Stakeholder Agencies Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
4.Strengthen Annual National Revenue Budget forecasting through effective frameworks.	A new Revenue forecasting framework is developed by 2023	DG, DOFT - Director, Deputy Director Treasury, Manager Revenue Policy Unit, Manager Budget and Principal Economist	Ongoing 2022 – 2023	Framework not in placed DG to issue instructions for relevant agencies and units to develop framework and report to DG and MBC.
5. Ensure any revenue policy changes is aligned with the Legislative requirements to make certain its successful Implementation and compliance with the Law.	· SLO confirmation that all bills are in order for annual Parliament sessions · Parliament endorsement of Bills (Annually)	DG, DOFT - Director, Deputy Director Treasury, Manager Revenue Policy Unit, SLO	Ongoing 2022 – 2025	· Untimely provisions of advice and feedback from tax administrators and policy makers. · Late submissions of instructions to SLO Parliament approval is delayed.
6. Provide Revenue Policy advice to the National Government on new / existing Tax / Non-Tax revenue policies.	· At least 3 - 4 Revenue Governance meetings held per year. · At least 1 or more COM Papers presented to DCO and COM per year.	DG, DOFT - Director, Deputy Directors, Manager - Revenue Policy Unit and team, National Revenue Governance Committee	Ongoing 2022 – 2025	· Unwillingness of Revenue agencies to corporate. · Conflict with Ministries policies / regulations that regulates their fees and charges Proper consultation with Revenue agencies to ensure cooperation
7. Ensure Vanuatu is committed to its International Tax Obligations	· Vanuatu to be fully compliant to OECD Standards by end of 2026 · Vanuatu to be Delisted from EU COCG Black Lists By 2025 · Vanuatu Domestic Laws, both within the public and private sector are aligned with international Tax Obligations	DG, DOFT - Director, Deputy Directors, Manager - Revenue Policy Unit and staff, Director DCIR (Vanuatu Competent Authority) VFSC, VFIU, RBV	Ongoing 2022 - 2025	· Vanuatu is not able to meet the required set standards. · Options considered by the Government to Delist from the EU Black Lists is not considered sufficient for an improved rating. · Delay in Parliamentary approval Proper consultation with all stakeholders, and Hon. Minister and COM to get necessary approvals.
8. Ensure assessments are carried out to ascertain any gains or losses when there is a change in revenue policy.	At least 1 Financial & Economic Analysis is (are) conducted for any Revenue policy initiative changes	Manager Revenue Policy, Principal Economist and Budget Manager	Ongoing 2022 – 2025	· Unavailability of sufficient data. · Complexities in carrying out the assessments. DG issues instruction under PFEM Act to collect data for analysis.
9. Awareness and Consultations for major revenue policy changes	At least 1 consultation carried out for any particular revenue policy changes.	Manager Revenue Policy and staff, Manager Revenue Operation and staff, Director DCIR and staff	Ongoing 2022 – 2025	Inadequate planning resulting in poor attendance of audience. Make use of all available media channels for effective information sharing.

Program and Activities – Department of Finance and Treasury

Program: Financial Operations – To facilitate payments to government suppliers and contractors, government employees and decentralization of financial operation services in the provinces (FSBs).

Objective 1: To ensure government obligations are paid on time while maintaining a high level of compliance to minimize risks, to ensure value for money for the services and goods rendered to the government. [EC 1.1, 1.8, SOC 6.1,]
Objective 2: Provide financial services to support efficient and effective service deliveries in the provinces. [SOC 6.5]

Outcome:
1. Timely payment to government suppliers and contractors and government employees in compliance with the PFEM Act, Government Contract and Tenders Act and their subsequent regulations and other relevant legislations to ensure value for money.
2. Adequate financial services and support are provided for both government agencies and the population in the provincial levels.

Output: All government obligations are paid and government employees paid their correct salaries in a timely manner (as per Financial Circulars).

NSDP Target: Reduce outstanding government debts (bills) to <20% of total liabilities.

Key Activities	Output or Service Targets	Responsibility within Ministry & Stakeholder Agencies Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1. Timely process of government bills and contract payments in accordance with Financial Regulations and relevant finance legislations.	· Timely disbursement of payments – 70% -80% of monthly committed LPOs paid within 3 months. · Minimal number of LPO refusals. = 80% of refused LPOs cleared monthly.	DOFT – Director, Deputy Director Finance, Financial Controller, Exchequer Service Manager. FM at Line Agencies	Ongoing 2022 – 2025	· Non-attendance of Finance officers from line agencies. · Absence of Finance Managers/Officers network. · Absence of timely guidelines and standard operating procedures. Consistent consultations with stakeholders. Regular trainings and awareness conducted for finance officers.
2. Timely process of whole of government payroll in accordance with Financial Regulations and relevant employment legislations	· Timely disbursement of fortnightly payroll bills = 26 pay periods annually · Minimal number of employee wage claims outstanding at year-end. = < 20% of total wage liabilities	DOFT – Director, Deputy Director Finance, Financial Controller, Exchequer Service Manager. HRMs and FMs at Line Agencies.	Ongoing 2022 – 2025	· Absence of Finance Managers/ HR Managers/Officers network. · Absence of Commissions and statutory bodies' network. · Absence of timely guidelines and standard operating procedures. Consultations with stakeholders. Establishment of guidelines and SOPs to manage wage liabilities.
3. Review of Payment and Payroll Procedure Guidelines to ensure payment controls are effective to minimize risks.	· Procedure Guidelines are reviewed annually. = 1 review completed. · Payments/Payroll Risk matrix established and reviewed = 2 reviews done annually	DOFT - Deputy Director Finance, Financial Controller and Exchequer Service Manager.	Ongoing 2022-2023	· Limitations with systems to address risks on payments. · Absence of timely guidelines and SOPs Review of systems limitations and upgrade. Establishment of guidelines and SOPs.

Program and Activities – Department of Finance and Treasury

Program: Financial Operations – To facilitate payments to government suppliers and contractors, government employees and decentralization of financial operation services in the provinces (FSBs). (continue)

Key Activities	Output or Service Targets	Responsibility within Ministry & Stakeholder Agencies Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
4.Maximize overall government automated /online payment systems.	· Policy and Procedures Manual developed for Payments to include online payments. · > 80% of vendors (suppliers/contractors) payments paid via bank accounts.	DOFT - Deputy Director Finance, FMIS Manager, Accounts Manager, Financial Controller, and Exchequer Service Manager	Ongoing 2022 – 2023	· Incomplete update of vendor details · Absence of operating guideline · Resistance by suppliers for direct online payments. Set clear timeframes to achieve requirements. Consultation and awareness with stakeholders and develop policies and procedures to manage online payments.
5. Internal and external audit report to accommodate decentralization policy	· Audit conducted on FSB operations = 1 for each FSB · Risks identified and mitigation plans developed = 1 risk matrix for FSBs · Implementation of Imprest acquittal at FSBs = 90-100% · Processing of salary at FSBs = increase scope of salary processing in FSBs	DOFT – Director, Deputy Director Finance, Financial Controller, FSB Manager. Internal Audit and Auditor General	Ongoing 2022 -2025	· Delay with audit reports. · Network interruptions · Absence of operating guideline Include audits in Audit Work Plans for IA and NAO. Explore options for improvement on networks and develop operating guidelines for FSBs.

Program and Activities – Department of Finance and Treasury

Program: Financial Accounting and Reporting – Management of cash flows through bank accounts, timely bank reconciliations, provide timely financial reports in accordance with PFEM Act and high-level management of donor funds.

Objective 1: To ensure prudent cash flow management to meet government obligations and investments. [EC 1.1, 1.2, 1.3, 1.8, SOC 6.1, 6.4,]
Objective 2: Produce Whole of Government Financial Statements in accordance with the PFEM Act and International Financial Reporting Standards. [SOC 6.1]
Objective 3: Enhance and improve compliance and accountability of public officials to PFEM requirements. [SOC 6.1]
Objective 4: Effective management of donor funds in accordance with funding arrangements and PFEM requirements. [ECO 1.1, SOC 6.1, 6.8]

Outcome:
1. Maintain positive bank account balances to meet timely payment of government obligations.
2. Completion of Whole of Government Annual Financial Statements in a timely manner in accordance with the PFEM Act
3. Timely bank reconciliations of all government accounts and effective management of donor funds.

Output:
1. Daily/ Weekly/ Monthly bank reconciliations completed for all government bank accounts.
2. Government obligations paid in a timely manner including loans, suppliers, contractors and employees.
3. Compilation and submission of Whole of Government Financial Statements for the previous year is submitted to the Auditor General before 30 June of each year.
4. Monthly donor fund reports submitted to donors and other stakeholders.

NSDP Target: By 2030 50% reduction in disciplinary cases for non-compliance and increase in financial literacy in the government and private sectors.

Key Activities	Output or Service Targets	Responsibility within Ministry & Stakeholder Agencies Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1. Ensure effective management of bank accounts to maintain positive balances.	· Positive bank balances maintained. · Daily/ Weekly/ Monthly bank reconciliations done. · Timely payments of loans, supplier bills, contracts and wage bills.	DOFT – Director, Deputy Director Finance, Accounts Manager, Financial Controller and Treasury team.	Ongoing 2022 - 2025	· Decline in Revenue collection · Delay with bank reconciliations Have options to fill in when shortfall in revenue. Recruit qualified staff to manage bank accounts and constant monitoring of bank accounts.
2. Prepare and complete draft whole of government Financial Statements for 2021-2024 and submit to Auditor General by 30 June of the following year.	· Submission of previous years (2021-2024) WOGFS submitted by 30 June following year. · Audits of the WOGFS completed and submitted to Parliament for tabling at end of each year.	DOFT – Director, Deputy Director Finance, Accounts Manager Auditor General Line Agencies SOEs	30 June 2022 – 2025 31 December 2022 –2025	· Delays with submissions of required information from stakeholders · Staff turnover Consultations and trainings for Finance Officers in Line Agencies. Recruit and upskill staff.

Program and Activities – Department of Finance and Treasury				
Program: Financial Accounting and Reporting – Management of cash flows through bank accounts, timely bank reconciliations, provide timely financial reports in accordance with PFEM Act and high-level management of donor funds (continue)				
Key Activities	Output or Service Targets	Responsibility within Ministry & Stakeholder Agencies Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
3.Provide periodic trainings on financial management for Finance Managers / Officers and Senior Executive Officers.	· Improve accountability and compliance of PFEM requirements · At least 2 trainings conducted per year.	DOFT – Director, Deputy Director Finance, Accounts Manager Line Agencies	Ongoing 2022 - 2025	· Capacity of Finance Managers in line agencies. · Staff turnover Adequate training for staff. Proper remuneration of qualified staff to retain them.
4.Ensure proper accounting of donor funds.	· Monthly reconciliations of donor funds. · Monthly reports submitted to donors and stakeholders.	DOFT – Director, Deputy Director Finance, Accounts Manager DSPPAC Line Agencies	Ongoing 2022 - 2025	· Delays with submission of information from donors/line agencies Continuous follow up with donors/ line agencies for information.

Program and Activities – Department of Finance and Treasury

Program: Financial Management Information Systems – Management of Centralized Financial Management Information Systems and other related systems to record and store accurate financial data.

Objective 1: To ensure FMIS is operational, supports procedures and processes to capture financial transactions and produces reliable financial reports. [ECO 2.9]
Objective 2: To increase use and access to online government financial services for transactions and information. [ECO 2.9]
Objective 3: Delivering government financial services by utilizing Information and Communications Technologies. [ECO 2.9]

Outcome:
1. Review, development and implementation of a new FMIS to support high-level financial management at all levels of government and sub national governments.
2. Government financial services delivered and accessed on-line through digital channels.

Output:
1. FMIS is operational to support financial management and government financial services.
2. To review current FMIS capacity and upgrade functionalities to meet financial management requirements.
3. To increase users and accessibility to online government financial services.

NSDP Target: Annual change in total number of users of on-line government services is 80%.

Key Activities	Output or Service Targets	Responsibility within Ministry & Stakeholder Agencies Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1. Digitize government payments.	· Payments are processed on-line using digital channels. = 70%	DOFT – Deputy Director Finance, FMIS Manager, Financial Controller	Ongoing 2022 - 2025	· Poor network connectivity in remote areas. · Security issues · Timely cash availability to accommodate payment UAP is fully implemented by TRBR. Standards, best practices applied and awareness to vendors, customers and clients. Proper cash flow forecast and management.
2. Produce timely financial reports.	· Reports are available and compliant with required standards. · Accessibility of reports by users = 80%	DOFT – Deputy Director Finance, FMIS Manager, Accounts Manager	Ongoing 2022 - 2025	· Funding availability · Lack of financial literacy by users Options for funding through NPP/ Donor. Training and awareness.
3. Conduct a Systems Review to assess the capacity of the current FMIS for possible long-term replacement.	· Review is conducted with recommendations = 2022 · Scoping and design is completed = 2023-2024	DOFT – Director, Deputy Director Finance, FMIS Manager,	Ongoing 2022 - 2025	· Funding availability for scoping and design. Seek funding through NPP/ Donor.

Program and Activities – Department of Finance and Treasury

Program: Government Businesses – Monitor and Evaluate financial performance, financial position, cash flows and risks of Sate Owned Enterprises (SOE).

Objective 1: Reform SOEs and statutory bodies to improve performance that is aligned to government priorities [SOC 6.1, 6.2]
Objective 2: Ensure all SOEs are profitable and financially sustainable.

Outcome:
1. To ensure SOEs improve their performance and increase their return on investments to the government and shareholders through dividends.
2. To ensure SOEs update their annual financial statements and submit to the board for proper scrutiny.

Output:
1. All SOEs provide updated financial statements by March of each year.
2. Finalization of the SOE Bill for approval by Parliament.
3. Risk assessments done and Government Investment portfolio reviewed for all SOEs,

NSDP Target: Reduction in level of subsidies/grants to SOEs to 0 and 100% of SOEs and Statutory bodies submitted their annual reports to their Board of Directors by 2030.

Key Activities	Output or Service Targets	Responsibility within Ministry & Stakeholder Agencies Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1. Monitoring financial performance of SOEs.	· Submitted updated financial statements from SOEs. · Risks identified · Government Investment Portfolio is reviewed and COM paper developed.	DOFT – Deputy Director Finance, Manager GBU	Ongoing 2022- 2025	· Late submission of reports. Requires frequent contact with SOEs
2. Develop SOE's financial independence and sustainable plan	· Less grants/subsidies provided to SOEs = 0 grants provided 2030	DG, DOFT – Director Deputy Director Finance, Manager GBU	Ongoing 2022-2025	· Lack of business plan submission or Statement of Cooperate indent. New SOE bill to enhance reporting requirements.
3. Finalize draft SOE Bill and have it ready for tabling in Parliament.	· Bill approved by Parliament = 2022	DG, DOFT – Director Deputy Director Finance, Manager GBU	2022	· Delay or deferment with Parliament approval. Consult with Minister, SLO and Parliament to list Bill for next Parliament sitting.

Program and Activities – Department of Finance and Treasury

Program: Asset Registry and Valuations – Effective and efficient Asset Management for the government through Registry, Valuation and Disposal.

Objective 1: To enable an asset management information system and strategy for the government to ensure sustainable asset management and maintenance. [ECO 2.4, 2.5]
Objective 2: Improve partnerships and costs effective use of asset resources [ECO 2.5].

Outcome:
1. Develop and implement an Asset Management Information System to register and value assets for improved asset management and maintenance.
2. To review Asset Management Strategy to incorporate clear governance, frameworks and standards for resilient assets and maintenance.
3. All of government fixed assets are properly accounted for in the Whole of Government Financial Statements.

Output:
1. All government assets are properly registered and valued at end of each year.
2. Develop Asset Management Strategy and Guidelines.
3. An updated Asset

NSDP Target: Increase accumulated total value of GoV owned and operated assets by VT100 bill over the next five years.

Key Activities	Output or Service Targets	Responsibility within Ministry & Stakeholder Agencies Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1. Use Asset Value Pro (AVP) to conduct stock take of all GoV fixed assets.	· Stock takes and valuation of all GoV fixed assets are completed = annually · Detailed fix assets records are maintained and updated.	DOFT – Deputy Director Finance, Manager Assets	Ongoing 2022 - 2025	· Unavailable data on assets. · Assets depreciate or damaged from natural disasters. Periodic review of fixed assets and update records in asset management system.
2. Collaborate with FMIS to scope, design and implement an integrated Asset Management Information System.	· Scoping and Design of AMIS completed = 2022-2023 · Acquisition of AMIS and implementation = 2023-2024	DOFT – Director, Deputy Director Finance, Manager Assets, Accounts Manager	Ongoing 2022-2024	· Lack of funds to implement a new asset information system. Seek funding through NPP/ donor.
3. Develop an Asset Management Strategy and Guidelines.	· Adequate policies on asset management are developed = 2022-2023	DOFT – Director, Deputy Director Finance, Manager Assets, FMIS Manager	Ongoing 2022-2023	· Lack of compliance of policies from Line Agencies Provide periodic training and awareness.

Analysis of Current Organizational Structure:

MFEM current organization structure presented in the above previous page under MFEM Organization Chart. MFEM has three (3) main departments structures, with three directors that has two deputies. In terms of capacity, currently, MFEM has good pool of graduates… but will continue to recruit more diploma and degree graduates in the next coming four (4) year term.

Currently, MFEM has a total number of 320 plus Officials excluding Cabinet staff, working under the three (3) Departments and Office branches in other five (5) Provinces.

Organization's OPSC approved staffing structures:

Refer to formal approved structure of MFEM Departments/Sections/Units as is enclosed in Appendix A. Basically, MFEM has three (3) main departments and including the Director General's Corporate Service Unit. The overall MFEM structure was displayed in the above previous page under the MFEM Organizational Chart. Most Department approved structures/positions are yet to be fully resourced.

Restructure rationale (if applicable) in next 4 years:

Within the next four (4) year term, MFEM will need to continue restructure and align its sections/units to avoid duplication of resources. Also some staff are non-permanent as shown in Table 2 next page. Departments aim to sort out those non-permanent position in the next coming years.

Training Plan:

In the next four (4) year term, MFEM will make effort to recruit more diploma and degree holders, enable MFEM to deliver at the highest standard in relation to service delivery to all its clients/customers.

Table 1- MFEM Capacity as of 2021

Qualifications	No.	Percentage
Certificate	81	27
Diploma	17	6
Degree	82	28
Postgraduate	16	5
No Info	102	34
TOTAL	**298**	**100**

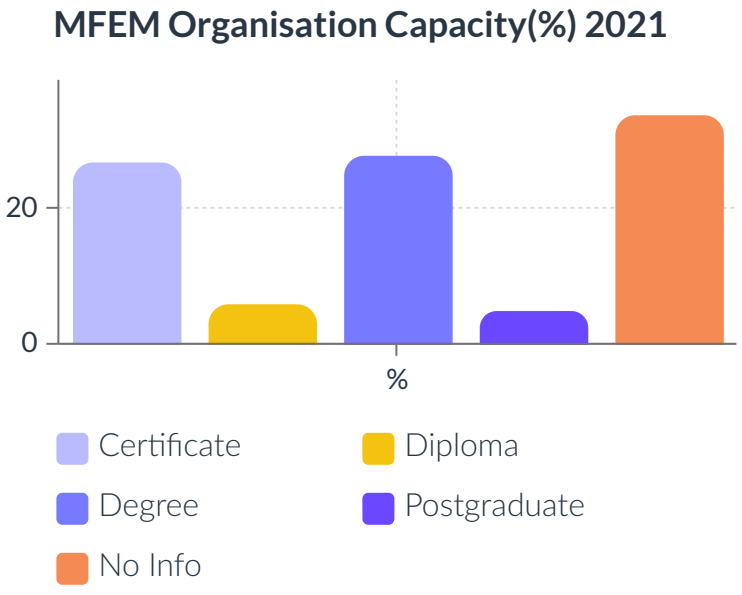


Table 2: Retirement Plan and Succession Plan shown in Table below

MFEM Departments/Sections/Units	Employee 2020 Actual	Employee 2021 Actual	2021 Permanent	2021 Contract	Succession Plan		Gender		Staff Location	
					To be retired	To be advertised/Recruited	Male	Female	Vila	Other
Cabinet Staff	21	23	0	23	0	0	21	2	23	0
DGs Corporate Service Unit	8	9	7	2	1	1	6	3	9	0
Internal Audit Section	4	3	3	0	0	0	1	2	3	0
Central Tender Board Section	2	2	2	0	0	0	1	1	2	0
Price Control Bureau Section	4	5	4	1	0	0	3	2	5	0
Dept. Finance and Treasury	102	107	97	10	3	3	59	48	93	14
Dept. Customs and Inland Revenue	134	157	133	24	8	7	97	60	126	31
Vanuatu National Statistics Office	50	42	40	2	1	1	20	22	35	7

1. As presented in Table 2 above, in 2021, total number of MFEM staff stood at 348, this figure includes both permanent and non-permanent/contract staff.

2. Currently, PSC retirement benefits are two months for every year served; the retirement of long serving officers within the next four years, should be urgently considered for budgetary, otherwise a liability for the Ministry.

3. As presented in Table 2 above, those whom will be retired within the next four (4) years period, Directors consider to work closely with HR Manager identify individuals for replacement] as part of succession plan within Departments under MFEM.

4. In terms of gender, as presented in Table 2 above, MFEM employed more males than females.

5. In relation to staff station/location, MFEM majority staff station in SHEFA Province, while less number station in other Provinces.

		Original	Supplementary		Final	Actual		Total	Under/
Code	Description	Appropriation	Appropriations	Virements	Budget	Expenditure	Commitments	Expenditure	(Over)
M05	Ministry of Finance and Economic Management								
MFA	Cabinet Support								
3401	Cabinet Operations	90,587,966	-	-	90,587,966	5,539,083	2,234,234	7,773,317	82,814,649
MFAA	Portfolio Management	90,587,966	-	-	90,587,966	5,539,083	2,234,234	7,773,317	82,814,649
MFA	Cabinet Support	90,587,966	-	-	90,587,966	5,539,083	2,234,234	7,773,317	82,814,649

		Original	Supplementary		Final	Actual		Total	Under/
Code	Description	Appropriation	Appropriations	Virements	Budget	Expenditure	Commitments	Expenditure	(Over)
MFB	**Executive Management and Corporate Services**								
1601	Director - NSO	7,541,626	-	-	7,541,626	27,855	43,400	71,255	7,470,371
3301	Office of the Director General	33,402,832	-	-	33,402,832	498,556	670,260	1,168,816	32,234,016
3306	Internal Audit Section	21,422,329	-	-	21,422,329	846,122	-	846,122	20,576,207
3307	Price Control Unit	21,973,962	-	-	21,973,962	64,575	1,174,040	1,238,615	20,735,347
3501	Director - DOF	10,637,626	-	-	10,637,626	375,627	508,800	884,427	9,753,199
3530	Finance and Administration Section	-	-	-	-	530,587	-	530,587	(530,587)
3601	Director - Customs	37,576,132	-	-	37,576,132	620,673	3,142,116	3,762,789	33,813,343
MFBA	**Ministry Executive & Internal Audit**	**132,554,507**	**-**	**-**	**132,554,507**	**2,963,995**	**5,538,616**	**8,502,611**	**124,051,896**
1603	NSO Office Admin	17,043,885	-	-	17,043,885	991,149	379,196	1,370,345	15,673,540
3302	Ministry Executive	477,806,724	-	-	477,806,724	2,953,131	2,154,701	5,107,832	472,698,892
3304	Tender Board	-	-	-	-	103,394	-	103,394	(103,394)
3511	DOF Corporate Services Section	35,216,496	-	-	35,216,496	400,281	2,898,274	3,298,555	31,917,941
3612	Customs Corporate Services	51,752,157	-	-	51,752,157	(1,020,629)	6,364,533	5,343,904	46,408,253
MFBB	**Corporate Services**	**581,819,262**	**-**	**-**	**581,819,262**	**3,427,326**	**11,796,704**	**15,224,030**	**566,595,232**
3509	FMIS Section	85,731,354	-	-	85,731,354	(3,285,073)	7,737,147	4,452,074	81,279,280
3610	Customs Information Services	51,503,675	-	-	51,503,675	520,785	2,539,418	3,060,203	48,443,472
MFBC	**Information Services**	**137,235,029**	**-**	**-**	**137,235,029**	**(2,764,288)**	**10,276,565**	**7,512,277**	**129,722,752**
MFB	**Executive Management and Corporate Services**	**851,608,798**	**-**	**-**	**851,608,798**	**3,627,033**	**27,611,885**	**31,238,918**	**820,369,880**

MFEM Budget Resources:

MFEM Preliminary 2022 Budget Resource:

Code	Description	Original Appropriation	Supplementary Appropriations	Virements	Final Budget	Actual Expenditure	Commitments	Total Expenditure	Under/ (Over)
MFC	**Financial And Economic Management**								
3522	Economic Policy Section	22,338,207	-	-	22,338,207	1,141,821	146,785	1,288,606	21,049,601
3523	Revenue Policy Unit	42,296,051	-	-	42,296,051	(1,596,835)	4,714,653	3,117,818	39,178,233
MFCA	**Economic Policy Development**	**64,634,258**	**-**	**-**	**64,634,258**	**(455,014)**	**4,861,438**	**4,406,424**	**60,227,834**
3304	Tender Board	19,549,422	-	-	19,549,422	1,160,419	407,650	1,568,069	17,981,353
3502	Budget Section	44,266,529	-	-	44,266,529	2,345,116	500,507	2,845,623	41,420,906
3503	Revenue Section	22,390,654	-	-	22,390,654	1,357,935	121,280	1,479,215	20,911,439
3504	Payroll Section	27,196,956	-	-	27,196,956	2,756,700	-	2,756,700	24,440,256
3505	Payments Section	40,038,396	-	-	40,038,396	3,292,255	-	3,292,255	36,746,141
3506	Procurement and Asset Management Section	20,830,948	-	-	20,830,948	1,349,912	9,205	1,359,117	19,471,831
3507	Financial Accounting Section	24,492,969	-	-	24,492,969	1,739,706	-	1,739,706	22,753,263
3515	Legal Unit	5,479,864	-	-	5,479,864	306,522	-	306,522	5,173,342
3520	Treasury Divison	16,374,311	-	-	16,374,311	243,798	235,885	479,683	15,894,628
3521	Debt Managment Unit	11,698,107	-	-	11,698,107	1,065,609	-	1,065,609	10,632,498
3530	Finance and Administration Section	27,881,744	-	-	27,881,744	251,019	550,250	801,269	27,080,475
3531	Government Business Monitoring and Evaluation Section	9,158,759	-	-	9,158,759	-	-	-	9,158,759
3533	Accounting Group (Financial Controller)	4,870,624	-	-	4,870,624	435,196	75,000	510,196	4,360,428
3540	Line Agency Accounting Section	6,655,238	-	-	6,655,238	95,043	281,191	376,234	6,279,004
3541	Finance Services Bureau Malampa Province	8,853,184	-	-	8,853,184	538,290	182,200	720,490	8,132,694
3542	Finance Services Bureau Torba Province	8,400,744	-	-	8,400,744	148,325	434,805	583,130	7,817,614
3543	Finance Services Bureau Sanma Province	22,458,656	-	-	22,458,656	107,871	1,954,090	2,061,961	20,396,695
3544	Finance Services Bureau Tafea Province	8,697,164	-	-	8,697,164	425,292	424,530	849,822	7,847,342
3545	Finance Services Bureau Penama Province	7,951,644	-	-	7,951,644	364,462	219,780	584,242	7,367,402
MFCC	**Government Financial Services**	**337,245,913**	**-**	**-**	**337,245,913**	**17,983,470**	**5,396,373**	**23,379,843**	**313,866,070**
MFC	**Financial And Economic Management**	**401,880,171**	**-**	**-**	**401,880,171**	**17,528,456**	**10,257,811**	**27,786,267**	**374,093,904**

		Original	Supplementary		Final	Actual		Total	Under/
Code	Description	Appropriation	Appropriations	Virements	Budget	Expenditure	Commitments	Expenditure	(Over)
MFD	**National Statistics**								
1602	Emoluments Section	22,084,256	-	-	22,084,256	1,207,492	823,024	2,030,516	20,053,740
MFDA	**National Statistical Collection, Analysis & Reporting**	**22,084,256**	**-**	**-**	**22,084,256**	**1,207,492**	**823,024**	**2,030,516**	**20,053,740**
1604	Data Collection & Management	72,155,304	-	-	72,155,304	72,064	-	72,064	72,083,240
1605	Statistical Leadership and Coordination Section	10,665,552	-	-	10,665,552	818,129	92,657	910,786	9,754,766
1606	Economic Section	89,150,912	-	-	89,150,912	1,807,932	42,865	1,850,797	87,300,115
1607	Social Section	19,261,880	-	-	19,261,880	1,434,261	83,594	1,517,855	17,744,025
1608	TORBA Statistics Office	2,571,384	-	-	2,571,384	119,322	136,090	255,412	2,315,972
1609	SANMA Statistics Office	8,699,377	-	-	8,699,377	754,740	98,943	853,683	7,845,694
1610	Malampa Statistics Office	2,396,456	-	-	2,396,456	133,956	80,290	214,246	2,182,210
1611	PENAMA Statistics Office	2,571,384	-	-	2,571,384	160,222	80,047	240,269	2,331,115
1612	TAFEA Statistics Office	2,595,304	-	-	2,595,304	196,621	40,190	236,811	2,358,493
MFDB	**Provincial Statistics Offices**	**210,067,553**	**-**	**-**	**210,067,553**	**5,497,247**	**654,676**	**6,151,923**	**203,915,630**
MFD	**National Statistics**	**232,151,809**	**-**	**-**	**232,151,809**	**6,704,739**	**1,477,700**	**8,182,439**	**223,969,370**

		Original	Supplementary		Final	Actual		Total	Under/
Code	Description	Appropriation	Appropriations	Virements	Budget	Expenditure	Commitments	Expenditure	(Over)
MFE	**Payments on Behalf of Government**								
3513	Public Debt Provision	4,873,806,284	-	-	4,873,806,284	171,693	-	171,693	4,873,634,591
MFEA	**Public Debt Provisions**	**4,873,806,284**	**-**	**-**	**4,873,806,284**	**171,693**	**-**	**171,693**	**4,873,634,591**
3512	Central Payments	1,293,000,000	-	-	1,293,000,000	173,751,747	87,559,980	261,311,727	1,031,688,273
3518	Emergency Fund	-	-	-	-	(9,368,302)	7,264,502	(2,103,800)	2,103,800
3519	Government Contributions to Projects	15,000,000	-	-	15,000,000	-	-	-	15,000,000
35ED	Contigency Liabilities	30,000,000	-	-	30,000,000	(7,684,375)	7,684,375	-	30,000,000
MFEC	**Central Payments**	**1,338,000,000**	**-**	**-**	**1,338,000,000**	**156,699,070**	**102,508,857**	**259,207,927**	**1,078,792,073**
35F3	Former Leaders Payment	20,000,000	-	-	20,000,000	4,398,788	-	4,398,788	15,601,212
MFED	**Former Leaders Payment**	**20,000,000**	**-**	**-**	**20,000,000**	**4,398,788**	**-**	**4,398,788**	**15,601,212**
MFE	**Payments on Behalf of Government**	**6,231,806,284**	**-**	**-**	**6,231,806,284**	**161,269,551**	**102,508,857**	**263,778,408**	**5,968,027,876**

MFEM Budget Resources:

MFEM Preliminary 2022 Budget Resource:

Code	Description	Original Appropriation	Supplementary Appropriations	Virements	Final Budget	Actual Expenditure	Commitments	Total Expenditure	Under/ (Over)
MFF	**Revenue Collection**								
3605	Customs Revenue - Vila	63,735,290	-	-	63,735,290	3,969,629	1,324,648	5,294,277	58,441,013
3606	Customs Post Clearance & Excise Audit	26,604,694	-	-	26,604,694	468,607	1,708,219	2,176,826	24,427,868
3608	Customs Revenue - Santo	41,341,159	-	-	41,341,159	(1,065,673)	4,179,817	3,114,144	38,227,015
MFFA	**Customs and Excise Collections**	**131,681,143**	**-**	**-**	**131,681,143**	**3,372,563**	**7,212,684**	**10,585,247**	**121,095,896**
3603	Return & Debt Collection	48,530,309	-	-	48,530,309	2,808,360	1,736,251	4,544,611	43,985,698
3604	Inland Revenue Audit	52,357,460	-	-	52,357,460	3,899,263	735,221	4,634,484	47,722,976
3605	Customs Revenue - Vila	-	-	-	-	207,247	-	207,247	(207,247)
3614	Revenue & Debt Collection Santo	12,679,351	-	-	12,679,351	980,440	300,925	1,281,365	11,397,986
3616	Customs Office Malampa	3,672,242	-	-	3,672,242	264,200	65,475	329,675	3,342,567
3617	Customs Office TAFEA	8,478,543	-	-	8,478,543	(4,730)	200,420	195,690	8,282,853
3619	Customs Office PENAMA	3,101,222	-	-	3,101,222	-	85,008	85,008	3,016,214
MFFB	**VAT Collections**	**128,819,127**	**-**	**-**	**128,819,127**	**8,154,780**	**3,123,300**	**11,278,080**	**117,541,047**
3602	Taxpayer Services	112,014,574	-	-	112,014,574	(9,650,970)	20,523,038	10,872,068	101,142,506
3613	Taxpayer Services Santo	8,647,145	-	-	8,647,145	461,642	94,836	556,478	8,090,667
MFFC	**Rates and Taxes Collection**	**120,661,719**	**-**	**-**	**120,661,719**	**(9,189,328)**	**20,617,874**	**11,428,546**	**109,233,173**
MFF	**Revenue Collection**	**381,161,989**	**-**	**-**	**381,161,989**	**2,338,015**	**30,953,858**	**33,291,873**	**347,870,116**

		Original	Supplementary		Final	Actual		Total	Under/
Code	Description	Appropriation	Appropriations	Virements	Budget	Expenditure	Commitments	Expenditure	(Over)
MFG	**Border Control and Enforcement**								
3607	Customs Border Control	71,744,983	-	-	71,744,983	1,613,581	4,406,464	6,020,045	65,724,938
3609	Customs Border Control - Santo	26,168,882	-	-	26,168,882	1,744,706	203,900	1,948,606	24,220,276
3615	Customs Office TORBA	4,079,349	-	-	4,079,349	315,058	53,810	368,868	3,710,481
MFGA	**Border Control**	**101,993,214**	**-**	**-**	**101,993,214**	**3,673,345**	**4,664,174**	**8,337,519**	**93,655,695**
3611	Customs Legal, Intelligence and Investigation	23,175,035	-	-	23,175,035	1,970,216	55,381	2,025,597	21,149,438
MFGB	**Investigation and Legal**	**23,175,035**	**-**	**-**	**23,175,035**	**1,970,216**	**55,381**	**2,025,597**	**21,149,438**
MFG	**Border Control and Enforcement**	**125,168,249**	**-**	**-**	**125,168,249**	**5,643,561**	**4,719,555**	**10,363,116**	**114,805,133**

MFEM Budget Resources:

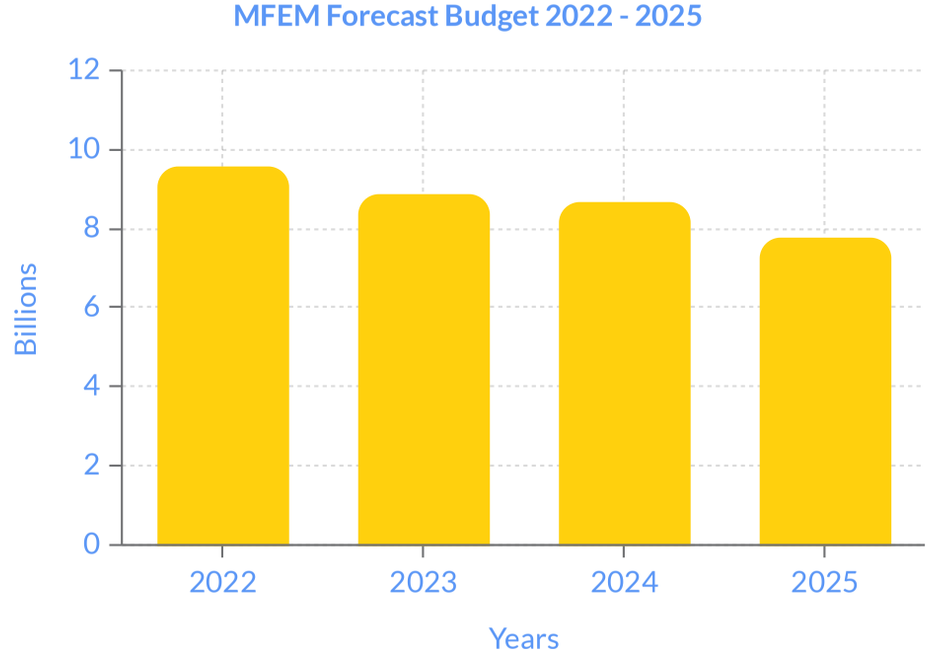
MFEM Preliminary 2022 Budget Resource:

		Original	Supplementary		Final	Actual		Total	Under/
Code	Description	Appropriation	Appropriations	Virements	Budget	Expenditure	Commitments	Expenditure	(Over)
MFI	**Grants to Institutions**								
35E3	Grant to VTO	325,124,942	-	-	325,124,942	81,281,236	-	81,281,236	243,843,706
MFIA	**Vanuatu Tourism Office (VTO)**	**325,124,942**	**-**	**-**	**325,124,942**	**81,281,236**	**-**	**81,281,236**	**243,843,706**
35E5	Grant to VARTC	70,032,584	-	-	70,032,584	11,672,050	-	11,672,050	58,360,534
MFIB	**Vanuatu Agricultural Research and Training Centre (VARTC)**	**70,032,584**	**-**	**-**	**70,032,584**	**11,672,050**	**-**	**11,672,050**	**58,360,534**
35E1	VBTC	95,193,317	-	-	95,193,317	15,103,939	-	15,103,939	80,089,378
MFIC	**Vanuatu Broadcasting and Television Corporation (VBTC)**	**95,193,317**	**-**	**-**	**95,193,317**	**15,103,939**	**-**	**15,103,939**	**80,089,378**
35E6	Vanuatu Cultural Centre	43,402,152	-	-	43,402,152	7,233,664	-	7,233,664	36,168,488
MFID	**Vanuatu Cultural Centre (VCC)**	**43,402,152**	**-**	**-**	**43,402,152**	**7,233,664**	**-**	**7,233,664**	**36,168,488**
35E2	Grant to CCI	31,918,961	-	-	31,918,961	5,319,806	-	5,319,806	26,599,155
MFIE	**Chamber of Commerce and Industry (CCI)**	**31,918,961**	**-**	**-**	**31,918,961**	**5,319,806**	**-**	**5,319,806**	**26,599,155**
35E8	Grant to USP & SPBEA	141,003,971	-	-	141,003,971	-	-	-	141,003,971
MFIF	**Grant SPBEA**	**141,003,971**	**-**	**-**	**141,003,971**	**-**	**-**	**-**	**141,003,971**
35E7	Grant to VMA	15,000,000	-	-	15,000,000	-	-	-	15,000,000
MFIG	**Vanuatu Maritime Administration (VMA)**	**15,000,000**	**-**	**-**	**15,000,000**	**-**	**-**	**-**	**15,000,000**
35E4	Grant to Maritime College	50,174,434	-	-	50,174,434	12,543,607	-	12,543,607	37,630,827
MFIH	**Vanuatu Maritime College**	**50,174,434**	**-**	**-**	**50,174,434**	**12,543,607**	**-**	**12,543,607**	**37,630,827**
35E9	Utility Regulatory Authority	67,226,099	-	-	67,226,099	10,370,976	-	10,370,976	56,855,123
MFII	**Utility Regulatory Authority**	**67,226,099**	**-**	**-**	**67,226,099**	**10,370,976**	**-**	**10,370,976**	**56,855,123**
35F1	Grants to Agriculture College	86,325,933	-	-	86,325,933	14,387,598	-	14,387,598	71,938,335
MFIJ	**Vanuatu Agriculture College**	**86,325,933**	**-**	**-**	**86,325,933**	**14,387,598**	**-**	**14,387,598**	**71,938,335**
35F6	Vanuatu Investment Promotion Authority (VIPA)	54,115,761	-	-	54,115,761	8,185,928	-	8,185,928	45,929,833
MFIL	**Grant to VIPA**	**54,115,761**	**-**	**-**	**54,115,761**	**8,185,928**	**-**	**8,185,928**	**45,929,833**
35F8	Vanuatu National Archives (VNA)	19,983,242	-	-	19,983,242	3,330,528	-	3,330,528	16,652,714
MFIN	**Grant to Vanuatu National Archives**	**19,983,242**	**-**	**-**	**19,983,242**	**3,330,528**	**-**	**3,330,528**	**16,652,714**
MFI	**Grants to Institutions**	**999,501,396**	**-**	**-**	**999,501,396**	**169,429,332**	**-**	**169,429,332**	**830,072,064**

Code	Description	Original Appropriation	Supplementary Appropriations	Virements	Final Budget	Actual Expenditure	Commitments	Total Expenditure	Under/ (Over)
MFJ	**Government Contributions to International Organisation**								
35G1	Vanuatu Government Internation Contributions	48,000,000	-	-	48,000,000	-	38,011,012	38,011,012	9,988,988
MFJA	**Government Contributions to International Organisation**	**48,000,000**	**-**	**-**	**48,000,000**	**-**	**38,011,012**	**38,011,012**	**9,988,988**
MFJ	**Government Contributions to International Organisation**	**48,000,000**	**-**	**-**	**48,000,000**	**-**	**38,011,012**	**38,011,012**	**9,988,988**
MFK	**Emergency**								
3518	Emergency Fund	300,000,000	-	-	300,000,000	18,939,585	8,377,602	27,317,187	272,682,813
MFKB	**Response**	**300,000,000**	**-**	**-**	**300,000,000**	**18,939,585**	**8,377,602**	**27,317,187**	**272,682,813**
MFK	**Emergency**	**300,000,000**	**-**	**-**	**300,000,000**	**18,939,585**	**8,377,602**	**27,317,187**	**272,682,813**
MFZ	**Fiscal Stimulus**								
35C1	Fiscial Stimulus	-	-	-	-	(1,276,800)	1,276,800	-	-
35C2	Fiscial Stimilus Phase 2	-	-	401,350,616	401,350,616	3,166,330	20,427,552	23,593,882	377,756,734
MFZA	**Employment Stabilization**	**-**	**-**	**401,350,616**	**401,350,616**	**1,889,530**	**21,704,352**	**23,593,882**	**377,756,734**
35C1	Fiscial Stimulus	-	-	-	-	(1,105,000)	1,105,000	-	-
35C2	Fiscial Stimilus Phase 2	-	-	353,719,845	353,719,845	72,884,981	-	72,884,981	280,834,864
MFZB	**Small Medium Business Support**	**-**	**-**	**353,719,845**	**353,719,845**	**71,779,981**	**1,105,000**	**72,884,981**	**280,834,864**
35C1	Fiscial Stimulus	-	-	24,036,646	24,036,646	(12,285,223)	3,114,021	(9,171,202)	33,207,848
MFZC	**Subsidy**	**-**	**-**	**24,036,646**	**24,036,646**	**(12,285,223)**	**3,114,021**	**(9,171,202)**	**33,207,848**
35C2	Fiscial Stimilus Phase 2	-	-	11,153,976	11,153,976	(10,000)	76,550	66,550	11,087,426
MFZE	**Administration Support**	**-**	**-**	**11,153,976**	**11,153,976**	**(10,000)**	**76,550**	**66,550**	**11,087,426**
MFZ	**Fiscal Stimulus**	**-**	**-**	**790,261,083**	**790,261,083**	**61,374,288**	**25,999,923**	**87,374,211**	**702,886,872**
M05	Ministry of Finance and Economic Management	9,661,866,662	-	790,261,083	10,452,127,745	452,393,643	252,152,437	704,546,080	9,747,581,665
	Grand Total	9,661,866,662	-	790,261,083	10,452,127,745	452,393,643	252,152,437	704,546,080	9,747,581,665

MFEM Four-year Forecast Budget (by program and activity only): MFEM summary Four Year Forecast Budget

Programs Description	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected	FY 2027 Projected
MFEM Cabinet	72,468,428	83,997,224	90,587,966	90,587,966	90,587,966	90,587,966	90,587,966	90,587,966
MFEM CSU	180,842,785	175,826,360	574,155,269	180,842,785	180,842,785	130,765,590	130,765,590	130,765,590
VNSO	286,928,733	193,231,596	256,737,320	256,737,320	256,737,320	256,737,320	256,737,320	256,737,320
DOFT	11,053,234,924	10,292,181,427	8,093,223,905	7,623,888,677	7,411,428,044	6,512,522,756	6,512,522,756	6,512,522,756
DCIR	591,603,157	604,768,101	647,162,202	847,098,742	847,098,742	847,098,742	847,098,742	847,098,742
Overall Total	**12,185,078,027**	**11,350,004,708**	**9,661,866,662**	**8,999,155,490**	**8,786,694,857**	**7,837,712,374**	**7,837,712,374**	**7,837,712,374**



NOTE: The spreadsheet above present MFEM total estimated forecast budget for the next three (3) years, this is based on Treasury forecast frame work. And for PSC purposes, presenting the forecast for five (4) year period.

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Appendix

Human Resources

Department Organisation Structures