



PROMOTING SUSTAINABLE AND INCLUSIVE TRADE

Annual Report

2025

Ministry of Trade and Commerce, Vanuatu

ACRONYMS

ADB	Asian Development Bank
COM	Council of Ministers
CSU	Corporate Services Unit
DARD	Department of Agriculture and Rural Development
DOB	Department of Biosecurity
DOL	Department of Livestock
DET	Department of External Trade
DOI	Department of Industry
DOT	Department of Tourism
DSPPAC	Department of Strategic Policy Planning and Aid Coordination
EDF11	11th European Development Fund
EDZ	Economic Development Zone
EIF	Enhanced Integrated Framework
EU	European Union
FTZ	Free-Trade Zone(s)
GfG	Governance for Growth Programme
ILO	International Labour Organisation
MALFFB	Ministry of Agriculture, Livestock, Forestry, Fisheries and Biosecurity
MFAICET	Ministry of Foreign Affairs, International Cooperation and External Trade
MFEM	Ministry of Finance and Economic Management
MIPU	Ministry of Infrastructure and Public Utilities
MOET	Ministry of Education and Training
MTC	Ministry of Trade and Commerce
NIDP	National Industrial Development Policy

NPP	New Policy/Project Proposal
NSDP	National Sustainable Development Plan
NTDC	National Trade Development Committee

OGCIO	Office of the Government Chief Information Officer
ORCBDS	Office of the Registrar of Cooperative and Business Development Services
OPSP	Overarching Productive Sector Policy
PMO	Prime Minister's Office
PSC	Public Service Commission
TDD	Trade Development Division
TPF	Trade Policy Framework (2012)
TPFU	Trade Policy Framework Update
UN	United Nations
UNCTAD	United Nations for Cooperation, Trade and Development
UNDP	United Nations Development Programme
UNIDO	United Nations for Industry Development Organisation
VanIPO	Vanuatu Intellectual Property Office
VaVaC	Vanuatu Value Chain Programme
VBS	Vanuatu Bureau of Standards
VCBN	Vanuatu Cooperative Business Network
VCCI	Vanuatu Chambers of Commerce and Industry
VIPA	Vanuatu Investment Promotion Authority
VSTAP	Vanuatu Strategic Tourism Action Plan
WB	World Bank
WIPO	World Intellectual Property Office
WTO	World Trade Organisation

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Reporting Framework

This report addresses the annual reporting requirements of Section 20 of the Public Service Act (amended) [CAP 246] of 1998 and complementary to the requirements set out in the Public Finance and Economic Management Act [CAP 244] Section 27.

Subsection 20(1)(h) of the Public Service Act [CAP 246] of 1998 requires Director Generals to be responsible to the appropriate Minister for providing an Annual Report in accordance with guidelines set by the Public Service Commission. These were developed after consultation between the Public Service Commission and Director General of the Ministry of Finance and Economic Management.

Subsection 20(3) requires the Minister to table the Annual Report within 14 sitting days of receipt of the report.

It is recognised that the Parliament requires Annual Reports to be tabled in both English and French and the translation of the report may delay the tabling. However, it is important for accountability purposes that the report is tabled as soon as possible.

Under the Public Service Act [CAP 246] of 1998 reads:

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20. (7) A Director-General is to be responsible to the appropriate Minister for:

- (a) carrying out the functions and duties of the ministry including the implementation of Government policies;**
- and (c) complying with the Public Finance and Economic Management Act 1998.**
- (h) providing an Annual Report in accordance with guidelines set by the Commission (after consultation between the Commission and Director-General of the Ministry of Finance and Economic Management) with the first annual report to be furnished within 90 days of the end of the financial year.**
- (i) The Minister must table the Annual Report provided under paragraph (b) of subsection (1) in Parliament within 74 sitting days of receipt of the report. The Public Finance and Economic Management Act 1998 requires Director Generals to present an Annual Report as specified by the Minister of Finance. Such specifications are set out in the Act.**

Contact Officer

Questions or feedback on this report can be addressed to the listed contact officers.

Ministry of Tourism Trade, Commerce and Ni-Vanuatu Business

PMB 9056

George Pompidou Area,

Port Vila, VANUATU

Tel.: +678 / 25 675

Contact Officer: Mr Jack Lowane, Manager Policy Planning & Coordination, Corporate Services Unit

Email address: jlowane@trade-vanuatu.gov.vu

Port Vila, 31 March 2025

To: **Honourable Stephen Dorrick Felix (MP)**
Speaker of Parliament
Parliament of the Republic of Vanuatu
Government of the Republic of Vanuatu
Port Vila, Vanuatu

Dear Honourable Speaker,

RE: Submission of the Consolidated MTC 2024 Annual Report

As Minister responsible for Trade and Commerce (MTC), it is my pleasure to hereby submit the MTC 2025 Consolidated Agencies Annual Report, pursuant to Section 20 of the Public Service Act [CAP 246] of 1998.

This report has been prepared by the Ministry under Subsection 20(1)(h) of the Public Service Act 1998 and is in accordance with the guidelines referred to in that Subsection. This report has been produced alongside the Ministry Statement of Responsibility consistent with the provisions of the Public Finance and Economic Management Act 1998 Section 30(3) requiring for the financial statements of the Ministry to be prepared and signed by the Minister. The MTC 2025 Annual Report encompasses the following agencies' reporting material:

- The MTC Corporate Service Unit - The MTC Aid-for-Trade Management Unit - The Department of Industry.
- The Department of Tourism.
- The Office of the Registrar of Cooperatives and Business Development Services.
- The Vanuatu Bureau of Standards; and
- The Vanuatu Intellectual Property Office.

This letter serves as confirmation note of my endorsement and certification of the contents of its attachment.

Sincerely,

Honourable Samson Samsen
Minister of Trade and Commerce



Cc.:

Mr Noah Patrick Kouback, Director General, MTC
Mr Marcelino Pipite, 1st Political Advisor, MTC
Mr Alick Berry Thompson, Executive Officer, MTC-CSU
Mr Ben Joseph, Manager Finance, MTC-CSU
Mr Noel Kalo, Director, Department of Industry
Mr Paul Pio, Director, Department of Tourism
Mr Joe Iauko, Director, Office of the Registrar of Cooperatives and Business Development Services

Mrs Atanas Pipite, Chief Executive Officer, Vanuatu Bureau of Standards
Mr Sam Railau, Acting Registrar, Vanuatu Intellectual Property Office
Mr James Tatangis, Acting Manager, Aid-for-Trade Management Unit
Mr Collin Tavi, Sector Analyst, DSPPAC
Mr Frederick Hosea, Expenditure Analyst, DoFT

Port Vila, 29 January 2025

To: **Honourable Samsen Samson (MP)**
Ministry of Trade and Commerce
Ministry of Trade and Commerce
Government of the Republic of Vanuatu
Port Vila, Vanuatu

Dear Honourable Minister,

RE: Submission of the Consolidated MTC 2025 Annual Report

It is with great pleasure that I, in my capacity as Director General of the Ministry of Trade and Commerce (MTC), hereby submit the MTC 2025 Consolidated Agencies Annual Report, pursuant to Section 20 of the Public Service Act [CAP 246] of 1998.

This report has been prepared under Subsection 20(1)(h) of the Public Service Act 1998 and is in accordance with the guidelines referred to in that Subsection. This report has been produced alongside the Ministry Statement of Responsibility consistent with the provisions of the Public Finance and Economic Management Act 1998 Section 30(3) requiring for the financial statements of the Ministry to be prepared and signed by the Minister.

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- The Department of Tourism.
- The Office of the Registrar of Cooperatives and Business Development Services.
- The Vanuatu Bureau of Standards; and
- The Vanuatu Intellectual Property Office.

This letter serves as confirmation note of my endorsement and certification of the contents of its attachment.

Shall your Offices require further information or clarifications, please do not hesitate to contact me directly on my email at jantes@trade-vanuatu.gov.vu or my Manager Policy Planning and Coordination, Mr Jack Lowane at jlowane@tradevanuatu.gov.vu.

Thanking you in advance for considering this correspondence, I wish to hereby convey, dear Honourable Minister, the assurance of our most respectful salutations.

Sincerely,



Noah Patrick Kouback
Director General

Ministry of Trade and Commerce

Cc.:

Mr Marcelino Pipite, 1st Political Advisor, MTC

Mr Alick Berry Thompson, Executive Officer, MTC-CSU

Mr Ben Joseph, Manager Finance, MTC-CSU

Mr Noel Kalo, Director, Department of Industry

Mr Paul Pio, Director, Department of Tourism

Mr Joe Iauko, Director, Office of the Registrar of Cooperatives and Business Development Services

Mrs Atanas Pipite, Chief Executive Officer, Vanuatu Bureau of Standards

Mr Sam Railau, Registrar, Vanuatu Intellectual Property Office

Mrs James Tatangis, Acting Manager, Aid-for-Trade Management Unit

Mr Collin Tavi, Sector Analyst, DSPPAC

Mr Frederick Hosea, Expenditure Analyst, DoFT

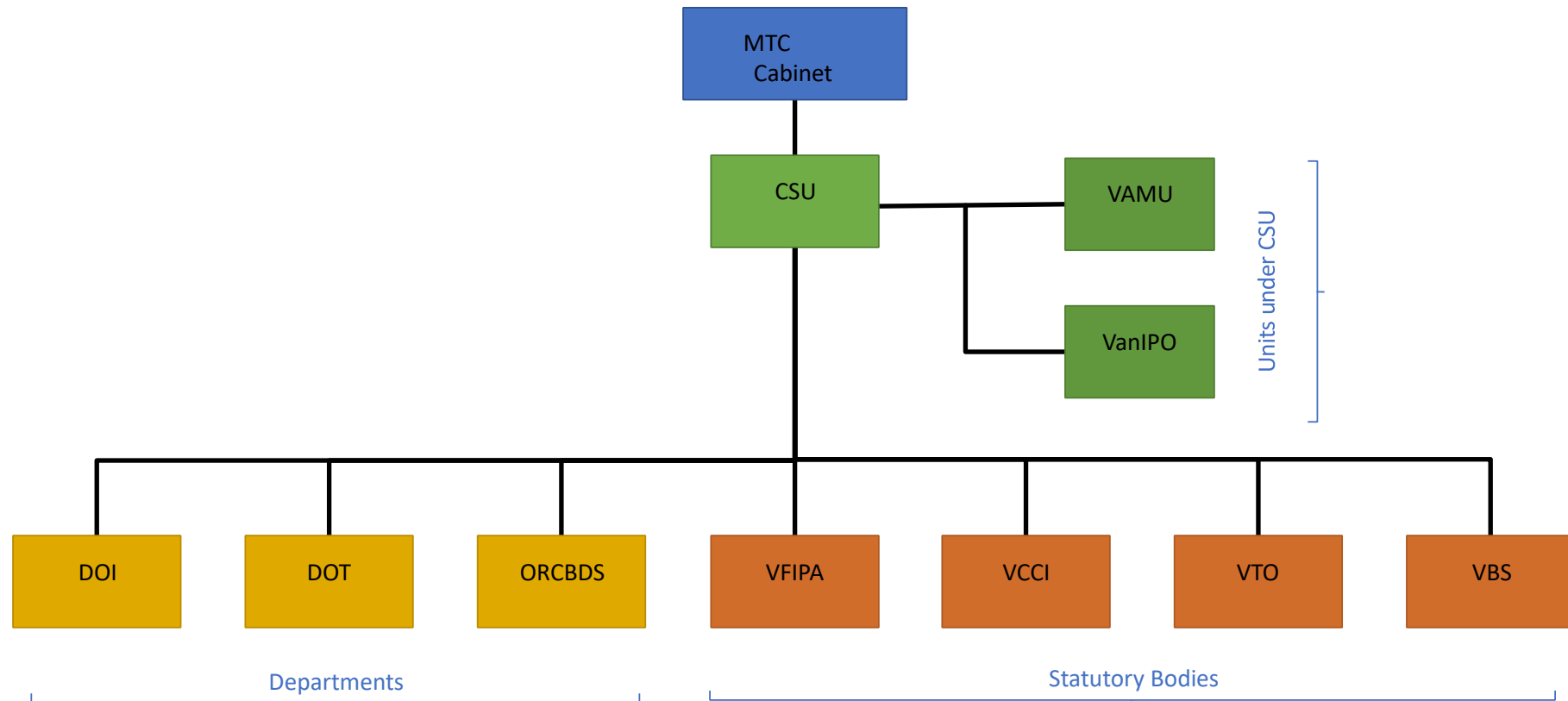
MTC 2025 BUDGET ALLOCATION

The Table below highlights MTC's Parliamentary appropriation of VUV 1,207,644,632 for the 2025 fiscal year:

MTC	Amount
Appropriation	1,260,829,336
Supplementary	-
Virements	-
Total	1,260,829,336

2025 MTC Overall Expenditure Budget

Account	Budget Allocated VT	% of Budget Allocated	Actual Committed (VT)	% of Actual Committed	Variance (VT)	% of Spent Budget	% Variance Vs Budget
Payroll	406,142,057	32.21%	371,756,638	31.20%	34,385,419	101.34%	8.47%
Operation	854,687,279	67.79%	855,143,007	69.70%	35,079,880	-1.34%	-0.05%
Total	1,260,829,336	100.00%	1,226,899,645	100%	69,465,299	100%	2.69%



CORPORATE OVERVIEW

The Ministry of Trade and Commerce (MTC) is by nature the cornerstone for Government support towards economic self-reliance and development. Indeed, the Ministry is jointly responsible for business and commercial activities within all economic sectors generating much need Government revenues, creating employment and sustaining economic growth.

For the past four decades, budget efforts have been mostly concentrated towards Education, Health, and Infrastructure. Meanwhile, the MTC was able to build and strengthen its capacities, network and visibility resulting in the formulation of key development policies and strategies, the establishment of perennial institutions, and long-lasting cooperation arrangements with historical partners.

The MTC is a long-time partner of the Ministry of Agriculture, Livestock, Forestry, Fisheries and Biosecurity (MALFFB), the Ministry of Education and Training (MOET), the Ministry of Infrastructure and Public Utility (MIPU) and the Ministry of Youth Development Sports (MYDS). Many programmes were jointly shared, particularly during the last decade, aiming at enabling Vanuatu towards increase economic self-reliance.

Trade, Commerce and Tourism cover the whole Vanuatu Gross Domestic Product (GDP) spectrum, but its budget allocation share remains insufficient to respond to the growing needs and demand of the private sector.

Statement of Vision, Mission, Objectives, Values

MTC Vision

MTC's vision is to become a leader in promoting an enabling economic environment for diverse business innovation and employment through a diversified vibrant economic landscape and self-reliant private sector within a competitive business environment aware of consumer rights as well as the responsibilities and obligations of the business community towards them.

The Ministry aims at creating a business environment that is conducive for private sector, investment, commerce and trade, cooperative and industrial development with a view to increasing sustainable economic growth and improved standard of living for all Ni-Vanuatu.

MTC Mission

MTC's mission is to support, enhance and promote the capacities of Vanuatu's productive sector notably through enhanced trade and commerce development initiatives, as well as protecting the rights and interests of our beneficiaries, through developing and establishing effective implementing policies and mechanisms that would contribute to a sustainable economic development.

MTC Objectives

The Ministry objectives are to:

1. To promote, facilitate and support and business development, export, and investment.
2. To regulate and monitor trade and commercial standards, consumer protection, competition practices, trade-related rights and protection, investment, and industrial ventures.
3. To manage standards depository, knowledge, and information management systems,
4. To develop and implement reforms, policies, strategies, and programmes relevant to the Ministry and its functions.
5. To strengthen and expand coordination, cooperation, partnership,

CORPORATE PLAN REPORT

MTC Corporate Plan: PROGRAM 1 – Cabinet Support

MTAA – Portfolio Coordination	2025 Report
1. Better positioned Ministry in the Government Line-up. 2. Increased political ownership of policy directives and development. 3. Improved economic results for the domestic and regional trade sector. 4. Enhanced business environment. 5. Sustained economic growth for Vanuatu.	• Ministry's cabinet support was provided by the CSU and MTC agencies. • An improved positioning of the Ministry and enhance reliance on its inputs and competences. • Considering the pandemic situation, the MTC has managed to facilitate and support improvement in domestic production, inter-island trade, and even explore new export market opportunities. • Full scale Trade and Commerce Reform endorsed by the MTC.

MTC Corporate Plan: PROGRAM 2 – Executive Management and Corporate Services

MTBA – Executive Services	2025 Report
1. Improved Executive Coordination amongst Lines Agencies. 2. Enhanced executive support services provided to the Cabinet, the CSU, the Departments, Statutory Bodies, and stakeholders in general	• Effective coordination of Executive Meeting consisting of Directors and heads of agencies under MTC • Well-coordinated approached to support cabinet and agencies under MTC
MTBB – Planning and Reporting Support Services	2025 Report
1. Greater alignment amongst policy objectives and programmed activities programmed activities. 2. Improved planning and reporting quality.	• Activities carried out as planned in 2025. • New templates developed and used accordingly
MTBC – Policy Coordination and Monitoring	2025 Report
1. Improved policy coordination and alignment particularly with the TPF and the NSDP. 2. Improved programmatic implementation activities. 3. Increased visibility in the policy formulation and implementation landscape. 4. Improved monitoring practices	• M&E team has been strengthened with new officers recruited in 2021 on contract and now ready to be included in the new CSU Staffing Structure. • Planning and M&E framework designed by MTC senior executives and in application since 2021. • Quarterly, semi-annual, and annual reporting try-outs in 2025, partially successful

MTBD – Human Resources Management	2025 Report
1. Capacity building needs undertaken with the assistance of Directors, CEO and GMs. 2. Capacity Building Plan established.	• Ministry Human Resources Development Plan • Support provided to agencies for their Human Resources Structures • Recruitments facilitated accordingly in 2025.
3. Structure reviewed with the inputs of concerned line agencies. 4. JDs reviewed upon capacity needs assessment completion. 5. All Staff Appraisals done in a timely manner with reports submitted in accordance with the regulations.	• All appraisals and assessments performed in 2025
MTBE – Financial Management	2025 Report
1. Budget increased to accommodate newly established structures and new officers. 2. Budget consistent with planned interventions, programmes, and activities. 3. Financial oversight provided to all agencies under the supervision of the SFO and the DG. 4. All financial report timely submitted and recorded by the Finance Division of the CSU.	• Budget increase for 2025 • Budget utilisation and compliance improved in 2025, notably due to the use of expenditure tracking tools, including dashboards, and the regular financial M&E exercises. • Monthly update provided to the Office of the DG and the Cabinet of the Honourable Minister • Budget preparation, formulation and submission facilitated on behalf of MTC agencies.
MTBF – Procurement Services	2025 Report
1. Procurement division established by the horizon 2021. 2. Officers and staff hired according to the established structure. 3. Annual procurement plan established each year consistent with the TRP. 4. Procurement packages identified for each agency. 5. Procurement packages and plans duly endorsed by the relevant authorities.	• Procurement division established in 2021. • Two Procurement staffs recruited in 2022; however, one was later resigned and now awaiting the recruitment process. • Procurement team budget allocated and appropriated accordingly. • Procurement plan developed each year with the support of MTD agencies. • Procurement report 2025 produced
MTBG – Assets Management	2025 Report
Improved assets administration, particularly with regards to immoveable assets and vehicles	• Asset report produced. • Assets management responsibility allocated
MTBH – Technical & Legal Analysis	2025 Report

1. Improved technical and analytical abilities provided to the MTC and its Agencies via the establishment of an in-house dedicated unit. 2. Sped up approval process from SLO for legal advice and clearance. 3. Decreased level of liability arising from poorly informed decision. 4. Enhanced level of transparency at internal and external levels.	• Cf. MTC, as VAMU is transitionally in charge of KIMS and Analytical functions. • Legal Compliance Officer has been recruited
MTBI – General and Admin	2025 Report
Improved administrative support services provided to the CSU, the Office of the DG, the Honourable Minister and agencies	• Activities carried out as planned in 2025
MTBJ – Knowledge Management & Communication	2025 Report
1. Identified network of expertise with the aim of progressively discharge the MTC and its agencies of micro-project implementation, enabling them to focus on more global and more impact-centred results. 2. Improved cross-agency communication. 3. Improved external communication with the private sector and the civil society.	• (Cf. MTC as VAMU is transitionally in charge of KIMS and Analytical functions) • Communications Officer awarded a position in the new staffing structure.

MTC Corporate Plan: PROGRAM 3 – Aid-for-Trade Coordination and Support Services

MTCA – General and Admin	2025 Report
1. Enhanced planning and reporting exercises performed throughout the year. 2. Fully capacitated staff and officers. 3. Optimum budget and asset management. 4. Consistent internal and external communication.	• Planning and reporting performed according to established schedules and timetables. • Budget prepared and submitted according to schedules and timetables. • HR Plan developed and provided to CSU. • Training provided to staff in 2025. • Communication strategy developed and endorsed in 2022

MTCB – National Trade Development Committee	2025Report
1. NTDC meetings held with expected participation and outcome documents circulated. 2. Formal NTDC establishment achieved.	• NTDC meetings held three times in 2025. • TPFU updated regularly in 2025 before the NTDC. • NTDC formal establishment enshrined in the MTC institutional reform concept note.
MTCC – Aid-for-Trade	2025 Report
1. Participation in Aft negotiations. 2. Aft funding sources secured with activities identified. 3. Fiduciary support to Government agencies and private sector entities provided. 4. Procurement planning effectively performed during the first quarter of each year in collaboration with the CSU, the MFEM and donor partners.	• Aft secured with historical partners, including EIF, GfG. Additional Aft channels explored in 2025. • Aft monitored regularly at NTDC in 2025 • Assistance provided to agencies in formulating and managing their Aft funding projects. • Donor M&E requirement abide to in 2025. • Full fiduciary control performed in 2025

MTC Corporate Plan: PROGRAM 4 – Industry Development

MTDA – Admin and Finance	2025 Report
1. Planning and reporting exercises performed each year with timely submissions. 2. Fully capacitated staff and officers. 3. Improved DOI institutional structure. 4. Optimum budget, financial and asset management. 5. Consistent internal and external communication	• Planning and reporting performed according to established schedules and timetables. • Budget prepared and submitted according to schedules and timetables. • HR Plan developed and provided to CSU. • Training provided to staff in 2025. • Communication strategy developed and endorsed in 2021
MTDB – Policy and Planning	2025 Report
1. Policies and strategies developed, reviewed, and implemented accordingly. 2. Actively pursue the implementation of dedicated development programs, both Government- and donor-funded. 3. Appropriate way forward found for the EDZ. 4. Assessment on the DOI expansion or reform performed. 5. Improved DOI stakeholder coordination.	• National Industry Strategy implemented according to schedule. • Review of the NIDS scheduled for 2025. • EDZ concept developed still under development in 2025. • Institutional Reform undertaken under the lead of CSU, DOI and VAMU • VCCI Act review and Investment policy update undertaken under the lead of VAMU

6. Improved business environment for businesses and investors.	
MTDC – Manufacturing	2025 Report
1. Upskilled manufacturing workforce. 2. Strategic support provided to the Agro processing sector. 3. Increased investment, production and possibly export in the value added- and import-substitution sectors. 4. Improved standardisation in the manufacturing and processing sector. 5. Value addition companies identified for prospective support. 6. Increased number of Ni-Vanuatu-owned enterprises in the manufacturing and processing sector 7. General data mapping of the manufacturing / processing sector.	• Development of export standards in cooperation with the VBS and the Department of Biosecurity • Around 35 sustainable manufacturing/processing projects identified and supported in 2025. • DOI continues to support businesses through various support means in 2025.
MTDD – Marketing and Promotion	2025 Report
1. Department’s marketing plan established and under implementation.	• Department’s Marketing Plan reviewed in 2022.
2. “Made-in-Vanuatu” brand widely and generally used locally and internationally. 3. Market access, intelligence and information mechanisms identified and enforced. 4. Participation in promotional events and activities.	• “Made in Vanuatu” brand supported by GfG and the Government in 2025 • Promotional events undertaken in 2025
MTDE – Primary Industries Development	2025 Report
1. Continuous implementation of dedicated development programmes. 2. Primary industry training modules identified and provided to selected stakeholders. 3. COM Decision 224 of 2019 implemented. 4. MSMEs to benefit from tailored support identified and mapped down.	• National Export programme Developed in 2022

MTC Corporate Plan: PROGRAM 5 – Commerce Development

MFIE (VCCI)– Strengthened Private Sector Partnership	2025 Report
- Enhanced private sector representation. Training modules for selected stakeholders identified, accredited, and provided. - Capacity needs assessment for businesses of any nature performed. - Support provided towards initiatives aiming at enhancing investment and access to finance. - VCCI database management or information system established. - Business forum re-established. - VCCI structure revised after relevant consultations and assessments.	- Bilateral forum discussions held between VCCI and the Government - BRC established and fully operational since 2018. - VCCI's lobbying role performed as on-going activity. - Specifically tailored training and information campaign perform for local businesses in the light of the COVID-19 pandemic. - Participation to the CDF and IDF - Legislative and strategic framework review undertaken in 2022
MFIL – Improved investment promotion and environment (VIPA)	2025 Report
- Increased number of surviving FDI and national investment in businesses. - National Investment Policy developed and under implementation. - Investment Information database system in place and functional for data collection and analysis. - Effective implementation of an investor dedicated portal, notably through the possible utilisation of the e-Single Window. - Improved capacity of the VIPA as an institution and its staff and officers. - Improved promotional activities.	- Act amended in 2021. - Investment policy under review in 2021 - MIS established and operational in 2022. - Support provided to the institutional reform of the Ministry. - Data collected on investors and investment portfolios in 2025. - Promotional activities undertaken alongside MTC
MTEA – Access to capital	2025 Report
Grant and financing facility established and operational	- IDF rollouts to Industry Permit Holders continues in 2025. - Targets all provinces

MTEB – Trade Facilitation	2025 Report
1. Facilitation and support provided towards inter-island trade. 2. E-Single-Window fully operational and fledged as a one-stop-shop facilities for businesses and industries. 3. Export guidelines for businesses and products developed. 4. Recommendations from the Trade Readiness Assessment export implemented	• CSS designed in 2021 at the request of the COM. • Export program established and implemented as of second half of 2022. • Export guidelines currently being designed and developed. • Single-window increasingly used as one-stop-shop for doing trade and business. • E-commerce study completed in 2022, and a policy decision is to be made in February-March 2022 by the COM
MTEC – Consumer Protection, Competition and Price Monitoring	2025 Report
1. National Competition Policy re-located under the DOI for its administration. 2. Consumer Protection Policy formulated, institutionalised and under implementation. 3. Assessment performed, and recommendations implemented in the Price Monitoring (price control review) context.	• Funding secured to develop the National Competition Policy • Consumer Protection Policy formulated but requires some amendments. • Price monitoring policy, institutional and regulatory framework design initiated in 2021

MTC Corporate Plan: PROGRAM 6 – Tourism Development

MTFA – Admin and Finance	2025 Report
1. Planning and reporting exercises performed each year with timely submissions. 2. Fully capacitated staff and officers. 3. Improved DOT institutional structure. 4. Optimum budget, financial and asset management. 5. Consistent internal and external communication	• Planning and reporting performed according to established schedules and timetables. • Budget prepared and submitted according to schedules and timetables. • HR Plan developed and provided to CSU. An improved Staffing structure submitted to PSC and endorsed in 2023. • Training provided to staff in 2025. • Communication strategy developed and endorsed in 2021.

MTFB – Sustainable and Responsible Tourism Development	2025 Report
1. Economic, environmental, and social M&E framework established in the VSTP context. 2. Legislation alignment with the VSTP. 3. VSTC Program developed and under implementation. 4. Partnerships strengthen in the broader tourism industry. 5. Tourism investment promoted. 6. Cruise Tourism Programme under implementation. 7. Improved Agri-tourism initiatives	• Amendments were initiated to relevant Acts to align with the VSTP. • Tourism institutional reforms initiated. • Investment in the tourism sector have been put on hold, however, diversification strategies have been sought and pursued since 2020 by the private sector. • Agri-tourism development programme has been designed and structured in 2022
MTFC – Tourism Standards and Accreditation	2025 Report
1. Tourism industry rating system in place and operational. 2. CIP operational and monitored	• On-hold in 2025
MTFD – Decentralised Tourism Extension Services	2025 Report
1. Outer Island Programme under implementation. 2. Extension offices fully operational.	• Support provided to Provincial Tourism extension offices
MFIA – Vanuatu Tourism Office	2025 Report
1. Improved image for Vanuatu as a destination. 2. Increased tourism actors' engagements. 3. Enhanced administration of the VTO. 4. Improved statistics of the short haul markets. 5. Improved statistics for the long-haul markets. 6. Innovative promotion and communication strategies in place and implemented. 7. Improved data management systems and dissemination mechanisms.	N/A

MTC Corporate Plan: PROGRAM 7 – Cooperatives Development

MTGA – Planning, Budgeting and Administration	2025 Report
1. Planning and reporting exercises performed each year with timely submissions. 2. Fully capacitated staff and officers. 3. Improved ORCBDS institutional structure. 4. Optimum budget, financial and asset management. 5. Consistent internal and external communication	• Planning and reporting performed according to established schedules and timetables. • Budget prepared and submitted according to schedules and timetables. • HR Plan developed and provided to CSU. • Training provided to staff in 2025. • Communication strategy developed and endorsed in 2022

MTGB – Policy, Regulatory Environment & Partnership	2025 Report
1. National Cooperative Policy reviewed and under implementation. 2. Cooperative Societies Act enforced in accordance with the provisions of the law. 3. Improved cooperative regulatory compliance, and regular audits performed. 4. ORCBDS partnership policy developed and implemented. 5. Enhanced partnership strategy in place.	• National Cooperative policy launched in November of 2024 • Cooperative Societies Act amended. • Cooperative's registrations on-going • Audit performed at end of 2025
MTGC – Cooperatives' access to Finance and Credit	2025 Report
1. Financial Literacy Training Program modules identified, accredited, and provided to stakeholders. 2. Support provided, with assistance, to enhanced access to finance for cooperatives, notably under the EDF 11 VaVaC Programme	• Financial Literacy Training Program for cooperatives provided along with Xero financial management system. • Cooperative Development Fund established and rolled out in 2022. 25 cooperatives benefitted from the CDF grants in 2022
MTGD – Cooperatives Market Information Systems and Quality Infrastructure	2025 Report
1. National Cooperative web-based MIS established and operational. 2. Support and inputs provided in the context of Quality Infrastructure Development	• Cooperative MIS, design developed under the lead of VCBN and ORCBDS • VCBN aligned with VBS on Quality Infrastructure initiatives with key partners and stakeholders, including INAC

MTGE – Cooperative Human Capital Development and Governance Support	2025 Report
1. Cooperative Education Systems needs assessment performed and corrective actions taken. 2. Support to VCBN provided, particularly in the context of the EDF11 VaVaC Programme.	• Cooperative Education Systems constantly monitored and improved by the ORCBDS. • VCBN fully re-established in 2020 and benefitting from a multi-annual grant appropriation by Parliament until 2023. VUV 30 million were budgeted for VCBN as budget support in 2022.
MTGF – Ni-Vanuatu Business Development Services Relocation	2025 Report
A fully established Ni-Vanuatu Business Development Services Department or eventually division within another Department	• MSME Act passed by Parliament, awaiting institutional reform to accommodate the governance, fiduciary and institutional arrangements

MTC Corporate Plan: PROGRAM 8 – National Standards Development

MTHA – Admin and Finance	2025 Report
1. Planning and reporting exercises performed each year with timely submissions. 2. Fully capacitated staff and officers. 3. Improved VBS institutional structure. 4. Optimum budget, financial and asset management. 5. Consistent internal and external communication	• Planning and reporting performed according to established schedules and timetables. • Budget prepared and submitted according to schedules and timetables. • HR Plan developed and provided to CSU. • Training provided to staff in 2025. • Communication strategy developed and endorsed in 2022
MTHB – Standards and Certification	2025 Report
1. Standards and Certification processes and procedures identified, communicated, with relevant training modules developed for key stakeholders. 2. Increased number of certified private sector actors. 3. Enhanced VBS as focal point for national and international standards and certification in Vanuatu.	• Standards and Certification processes and procedures identified and provided to key selected industrial sectors. • Network with existing and prospective stakeholders increased drastically in 2025 through standards and certification advocacy. • Private sector stakeholders substantively supported in acquiring certifications

MTHC – Laboratory Testing	2025 Report
1. Laboratory established and functional, with capacity training provided to staff and officers. 2. Increased accessibility to the laboratory facilities for key actors. 3. Support provided towards the development of Vanuatu’s own Quality Infrastructure	• Tender for the construction of a new laboratory went out in 2022 and the design is complete. • Laboratory training provided in 2025 in Vila and Santo • Analysis tests carried out in 2025. • National quality infrastructure policy approved by COM in 2024
MTHD – Metrology	2025 Report
1. Metrology Division established, and staff trained. 2. Metrology Act passed by Parliament and enforced by the VBS.	• Metrology division formally established and structured • Metrology Act as a substitute for the existing Weight Act underway
MTHE – VBS Transition as a Statutory Body	2025 Report
A fully fledged, operational, and independent VBS	• Not applicable anymore • Legal review required in 2022 to strengthen operational capacity of VBS and provide a clearer framework

MTC Corporate Plan: PROGRAM 9 – Intellectual Property Development and Protection

MTIA – Admin and Finance	2025 Report
1. Planning and reporting exercises performed each year with timely submissions. 2. Fully capacitated staff and officers. 3. Improved VanIPO institutional structure. 4. Optimum budget, financial and asset management. 5. Consistent internal and external communication	• Planning and reporting performed according to established schedules and timetables. • Budget prepared and submitted according to schedules and timetables. • HR Plan developed and provided to CSU. • Training provided to staff in 2025. • Communication strategy developed and endorsed in 2022
MTIB – Patent, Trademark, Copyright Registration Services	2025 Report
1. Enhanced IP registration services provided to stakeholders. 2. Improved and strengthened IP legal framework	• IMS for Vanuatu IP established in 2020 and 2022. • On-going registration of copyright, patent, and trademark registrations

MTIC – Policy and Legislative Development and Implementation	2025 Report
1. IP treaties and conventions ratified and enforced. 2. Vanuatu Copyright Management Society Act enforced in accordance with the provisions of the law. 3. National IP Policy developed and under implementation	• Vanuatu Copyright Management Society Act under implementation in 2025 • National IP Policy currently being developed
MTID – VanIPO Transition as a Statutory Body	2025 Report
A fully fledged, operational, and independent VanIPO	• Not applicable anymore • Legal review required in 2025 to strengthen operational capacity of VanIPO and provide a clearer framework

ANNUAL DEVELOPMENT REPORT

NSDP Objectives

Achievement by the agencies of the Ministry proscribed in the Annual Development Report against the targets of the National Sustainable Development Plan (NSDP).

ECONOMIC PILLAR			
Policy Objectives	Indicator	Agency Responsible	Updated Outcome
ECO 1.4: Increase trade and investment opportunities and reduce barriers, including through the use of Aid-for-Trade	ECO 1.4.1 Value and volume of national trade/merchandise trade.	DOI (Single Window)	- DOI to extract data from Single Window Application Aid-for Trade strengthened with the approve of new staffing structure. 3 NTDC meetings in 2025
ECO 1.7: Stimulate economic diversification to spread the benefits of growth and increase economic stability	ECO 1.7.2 Change in volume of business licenses issued to Ni-Vanuatu	VCCI	VCCI to collect data from Customs and provinces.
ECO 3.1: Promote broad-based growth by strengthening linkages between tourism, infrastructure, agriculture and industry in rural areas and diversity the rural economy	ECO 3.1.1 Total annual value of tourism industry, infrastructure, agricultural production, and industry as a proportion of GDP.	DOT, DOI & ORCBDS	VCBN and VPPA have been established to fill the governance and partnership gaps between supply and demand in the agricultural sectors.
	ECO 3.1.2 Number of businesses participating in the annual Agri-tourism/ Vanuatu Made festival by sector.	DOT & DOI	80 industry permit holders selected for Vanuatu Made show. - Agri-tourism festival on hold

ECO 3.2: Deepen the integration of the tourism	ECO 3.2.1 Average annual household	DOT	Household income slightly dropped due to cyclone and earthquake in 2024. The income is now on a slight increase with recovery taking place.
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sector into the rural economy to spread opportunities to rural communities	income from tourism		
	ECO 3.2.2. Annual change in tourism by air and sea arrivals	DOT & VTO	VTO conducted visitor surveys with tourists travelling into Vanuatu as a tourism destination.
	ECO 3.2.3 Proportion of visitors traveling to outer islands	DOT & VTO	Tourism spread through out Vanuatu with the assistance of "Call Centres".
ECO 3.3: Improve access to markets through quality infrastructure, utilities, storage and processing facilities in rural areas	ECO 3.3.3 Total number of standards operational storage and processing facilities located in rural areas by province	DOI & ORCBDS	VCBN has been re-established with the view to fill the logistics gaps along the supply chains of Vanuatu. Additionally, the VBS is also re-vamped and pursues the establishment of storage- and pack-houses as well as small multi-purpose manufacturing facilities throughout Vanuatu
ECO 3.4: Increase primary sector production, including through extension services and cooperatives	ECO 3.4.2 Total number of rural producer cooperatives registered by province	ORCBDS	Producer cooperatives are currently opening throughout all six provinces. A majority in Malampa, Tafea and Shefa.
ECO 4.3: Increase production and processing of niche commodities, and value addition to commodities in which Vanuatu enjoys a	ECO 4.3.1 Total number of processed local products produced per annum for domestic consumption and export	DOI & ORCBDS	Establishment of the IDF to support R&D and new ventures in targeted niche markets.

comparative advantage	ECO4.3.2 Ratio of processed export commodities (including coconut, kava, cocoa, coffee) to raw exports	DOI & ORCBDS	Additional budget is sought to further sustain such initiative in 2025
ECO 4.4: Improve and expand the range of sustainable tourism	ECO 4.4.1 Proportion of registered hospitality institutions with rooms	DOT	Vanuatu Sustainable Tourism Program has been developed and endorsed by the Government to this effect.
products and services throughout Vanuatu and strengthen links to local production	and services equipped with energy efficient lighting and appliances		
ECO 4.9: Strengthen dialogue between government and the private sector, and enact a robust governance framework for effective partnership	ECO 4.9.1 Total number of public/private joint ventures in operation	DOI & VFIPA	VFIPA continue to register public/private joint ventures

MTA – Cabinet Support

Service Targets - Budget Narrative

Activity Code	Performance Measure Description	Quantity	Unit of Measure
MTAA (Portfolio Coordination)	COM papers for all agencies are developed, finalized and submitted to the DCO	100	Percentage
	All Ministerial domestic and overseas trips are well coordinated	100	Percentage of Mission reports endorsed
	The Minister's appointments are properly managed	18	Signed Contract
	Cabinet staff induction and work program are well coordinated	1	Induction outcome
	A database of sectoral policies is developed and functional	1	Database
	MTC programmes' implements are adequately coordinated and supported by the cabinet	100	Percentage
	All line Agencies adequately Human and Financially Resourced	100	Percentage
	All Ministerial Priorities are implemented	100	Percentage

Cabinet Support – Budget Narrative Update

Department	43	PORTFOLIO COORDINATION					Annual Report 2025	
Program	Activity	Performance Indicator	Target	Action	Action completion date	OIC	Status	Comments
To support Ministerial Portfolio Coordination	43AA	Percentage of COM papers for all agencies developed, finalized and submitted to the DCO	100	1. COM Papers to be developed by line agencies consistent with Ministerial instructions and directions	On-going	1st PA and DG MTC	Completed	
				2. Paper to be submitted to MTC Executive Meeting for initial consultation				
				3. Consultation with SLO				
				4. Consultation with MFEM				
				5. Consultation with other identified key stakeholders				

			6. Final briefing to DG and Honourable Minister and signing of the COM Paper				
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			7. Submission to DCO by DG				
			8. Submission to COM by Honourable Minister				
43AA	No of database of sectoral policies developed and functional	1	1. MTC related policy collection	1. End February 2023	1st PA and DG MTC	Not Completed	
			2. MTC related policies review	2. End April 2023			
			3. Database design	3. End June 2023			
			4. Database populating	4. End August 2023			
			5. Database operationalisation through KIMS (TDD)	5. End August 2023			

				6. Database maintenance				
	43AA	Percentage of MTC programmes implementation are adequately coordinated and supported by the cabinet	100	1. High level policy implementation meetings between the Office of the Director General and the MTC Directorates	Monthly briefing meeting between the Cabinet and the Senior Executive to	1st PA and DG MTC	Completed	

					take place at the most convenient date, time and location for the Honourable Minister			
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	43AA	Percentage of Ministerial domestic and overseas trips properly/adequately coordinated	100	1. Depending on budget availability, all necessary arrangement shall be taken by the MTC to accommodate and facilitate logistics needs of the Honourable Minister and his/her cabinet	Throughout the year	1st PA and DG MTC	Completed	
	43AA	No of Cabinet staff induction and work program implemented	1	1. Upon contract signing, MTC to organise inception meetings for the cabinet with all Ministerial agencies	Whenever there is a change in Government line up or leadership	1st PA and DG MTC	Completed	
					Induction is to take place during the week following the signing		Completed	
					of cabinet members' contracts by the Honourable Prime Minister			

	43AA	No of Minister's political appointments properly managed	18	1. Assist the Cabinet in the process of contracting political staff in the cabinet	Throughout the year	1st PA and DG MTC	Completed	
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MTB – Executive Management and Corporate Services

Service Targets - Budget Narrative

Budget Code	Activity Code	Performance Measure Description	Quantity	Unit of Measure
MTBA (Executive Management)	80AB	Monthly Executive Meetings	12	Meeting of the meetings
	80AB	Agency quarterly reports are submitted	4	Complete Report
	80AB	CSU staff AWP's are developed and implemented	1	Complete AWP
	80AA	An efficient and effective filing system is established	1	Completed F/System
	80AB	A Communication Strategy is established	1	Strategy
MTBE (CSU Policy & Planning)	80BA	MTC M&E Strategy Established	1	Strategy
	80BA	M&E Officers recruited for DOI, ORCBDS, DOT and VBS	4	Recruitments
	80BA	Planning cycle abided to	100	Percentage
MTBF (CSU HR Management)	80CA	Agencies' structures reviewed whenever applicable	50	Percentage
	80CA	Capacity Needs assessment performed for DOI, TDD, CSU and ORCBDS	4	Reports
	80CA	JD reviewed once structure and capacity needs exercises are completed	25	Percentage
	80CA	Staff appraisals performed according to the SA cycle	100	Percentage
	80CA	Capacity Building Plan, including internship and junior officers' capacity development plan developed	1	Plan
MTBG (CSU Finance, Procurement & Asset)	80DB	Fleet guidelines and management plan designed and enforced	1	Guidelines and Plan
	80DB	Ministry's Assets Management Registry developed and maintained	1	Registry
	80DB	Full assets valuation	15	Percentage
	80DB	Asset Report produced and submitted to PSC	1	Report

Executive Management and Corporate Services – budget narrative update

Department	80										
Program	Activity	Performance Indicator	Target	Action	Q1	Q2	Q3	Q4	OIC	Status	Comments
	80AA	No of Monthly Executive Meeting	12	1. Agencies to prepare and table discussion paper EM agenda preparation and paper consolidation by CSU Meeting held 2. 3. EM Minutes produced and circulated 4. EM Agendas and Minutes filed and referenced 5. 6. EM Agendas and Minutes archived	X	X	X	X	MTC-EO	Completed	
	80AA	An efficient and effective filing system is established	1	1. Identify CSU filing needs through personal consultation with units and divisions 2. Produce a filing needs assessment report 3. Identify procurement needs 4. Initiate procurement 5. Identify filing responsibilities and arrangements 6. Implementation of filing protocols	X	X X X X			MTC-EO Assisted by Senior Admin Officer	Not Yet Started	

80AB	A Communication Strategy is established	1	Review of the VaVaC COM Strategy Design the procurement of a com specialist to assist in developing the MTC's own com strategy 1. Liaise with OGCI0 to set up the SAPERION software and to upgrade the MTC's communication tools 2. Undertake consultations to establish a com framework within the MTC for both internal and external communications 3. Finalise the draft com strategy 4. Endorsement of the com strategy by DG and 5. Honourable Minister 6. Implementation of the MTC Communication Strategy 7.	X	X						
80BA	CSU staff AWP's are developed and implemented	1	Allocate a dedicated work planning session during the 2020 annual retreat 1. AWP endorsement as resolution of such retreat 2. AWP implementation 3. AWP M&E and reporting	X							
80BA	No of Agency quarterly reports	4	Reports compiled by Agencies 1. Submission by agencies to CSU 2. CSU consolidation and compilation 3. Submission of reports to DSPPAC, PSC and MFEM 4.	X	X	X	X				

80BA	Implementation of M&E tasks on agency plans (CSU, VAMU, VBS, VanIPO, DOT, DOI and ORCBDS)	1	2. Design the M&E Strategy by MTC M&E Manager assisted by agency M&E Officers	X	X			MTC-Manager Policy Planning & Coordination	Completed	
80BA	M&E Officers recruited for DOI, ORCBDS, DOT and VBS	1	Design TOR for M&E officers 1. Design M&E officers recruitment packages 2. Obtain financial visa from DoFT 3. Establish a selection panel 4. Advertise the positions in the local media 5. Selection panel sitting 6. Ensure logistics arrangements are in place to accommodate the M&E Officers in each agency Inception workshop 7.	X X X X X X X X	X			MTC-Manager Policy Planning & Coordination	Ongoing	2 more M&E officers to be recruited
80BA	Planning cycle abided to	100	1. Formulate budget narratives 2. Formulation of NPPs for the following year 3. Design budget based on ceiling allocation 4. Enter budget narratives in the VBMS 5. Submit to MBC and presentation 6. Endorsement of budget narratives by MBC and subsequently by COM 7. Parliamentary appropriation and endorsement of budget narratives 8. Formulate annual report 9. Based on budget narratives and annual report outputs, formulate operational implementation plan for the following year 10.					MTC-EO Assisted by MTC-Policy Planning & Coordination Manager, MTC-Finance Manager and line agency Directors/CEOs and GMs	Completed	

				Presentation of the OIP to the MTC Executive Meeting Endorsement of the OIP by the DG and the Honourable Minister				X X			
80CA	Agencies' structures reviewed whenever applicable	50		1. Ensure all up-to-date agency structures are collected from PSC and stored 2. Receive requests for structure revision 3. Assist agencies in reviewing their structures 4. Liaise with PSC for structure revision consistency 5. Submit revised structures to the MTC Executive 6. Meeting for consideration 7. Endorsement of new proposed structure by DG Formally submit new proposed structures to PSC for approval 8. Implement newly approved structures.		X X X	X X		MTC- Manager HR Assisted by line agency Directors/CEOs and GMs	Completed	

80CA	Capacity Needs assessment performed for DOI, TDD, CSU and ORCBDS	4	Undertake preliminary consultations with 1. Directors and managers 2. Undertake one-on-one interviews with each staff separately 3. Undertake agency workshop on capacity needs findings 4. Draft capacity needs assessment report 5. Submit draft assessment report to MTC 6. Executive Meeting for consideration Endorsement of the final capacity needs assessment report by the DG, seconded by the agency Director 7. Submit to PSC for information	X	X				MTC- Manager HR Assisted by line agency Directors/CEOs and GMs	Completed	
80CA	JD reviewed once structure and capacity needs exercises are completed	25	Collect and store all officially approved JDs for all positions in every agency from the PSC 1. Based upon the structure revision and the capacity needs assessment, undertake a stock take of current capacity and needs of each agency against existing JDs and positions Formulate a report on JDs upgrading 2. Design new JDs wherever applicable 3. Submit new JD portfolio to MTC Executive Meeting for consideration 4. Submit new JD portfolio to DG for endorsement 5. Submit new JDs to PSC for approval		X	X			MTC- Manager HR Assisted by line agency Directors/CEOs and GMs	Completed	

	80CA	Staff appraisals performed according to the SA cycle	100	1. Initiate mid-year staff appraisal in consultation with Directors and heads of agencies 2. Undertake mid-year staff appraisals with each officer and staff 3. Perform staff and officer mid-year evaluation with directors and heads of agencies 4. Submit to DG for consideration and endorsement 5. Submit to PSC 6. Initiate annual staff appraisal in consultation with Directors and heads of agencies 7. Undertake annual staff appraisals with each officer and staff 8. Perform staff and officer annual evaluation with directors and heads of agencies 9. Submit to DG for consideration and Endorsement 10. Submit to PSC		X				MTC- Manager HR Assisted by line agency Directors/CEOs and GMs		
						X						
						X						
						X						
						X	X	X				
								X				

80CA	Capacity Building Plan, including internship and junior officers' capacity development plan developed	1	Develop MTC Capacity building plan in consultation with agencies' heads 1. Conduct consultations with selected beneficiaries from the capacity building initiative for 2025 2. Submit capacity building plan to MTC 3. Executive Meeting for consideration 4. Submit capacity building plan to DG for endorsement 5. Submit capacity building plan to PSC and VIPAM for consideration and approval 6. Implement capacity building arrangements 7. Design a dedicated MTC internship program 8. consistent with that of the PSC 9. Consult with agencies heads 9. Draft the internship program 10. Submit the internship program to the MTC 11. Executive Meeting for consideration 12. Submit the Internship Program to the DG for endorsement 13. Submit internship program to PSC and VIPAM for consideration and approval Implement internship program arrangements	X	X X X X X X	X X X X X X X X		MTC- Manager HR Assisted by line agency Directors/CEOs and GMs	Completed	
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80DA	Budget and supplementary appropriation duly formulated and submitted		1. Prepare 2025 annual budget narrative for the following year 2. Based on 2025 ceiling allocation, initiate budget distribution across Cost Centres 3. Once VBMS is open and accessible, enter ceiling budget allocation - Develop NPPs for 2025 4. Review NPPs internally 5. Submit NPPs to MTC Executive Meeting for consideration 6. Obtain DG approval for NPPs submission 7. Enter the NPP in the VBMS 8. Prepare 2025 Supplementary appropriation submission 9. Submit 2025 supplementary appropriation request to MTC Executive Meeting for consideration 10. Submit 2025 Supplementary Appropriation to DG for endorsement 11. Submit Consolidated 2025 MTC Supplementary appropriation to COM for Parliamentary Appropriation	X	X	X		MTC- Manager Finance Assisted by agencies finance officers	Completed	
80DA	Percentage of effective oversight of Financial Management of the Ministry and on behalf of the Office of the DG over line agencies	100	1. Training and capacity building exercises to be performed towards all MTC finance officers All agencies to ensure financial transactions are strictly compliant with procurement rules under both the PFEM and the CTB legislations and regulations 2. 3. Follow-up with agencies on financial reporting protocols and outputs	X	X	X	X	MTC-Manager Finance Assisted by agencies finance officers	Completed	

	80DA	Additional Finance Officer recruited	4	Develop a recruitment package to hire MTC additional finance officers for DOI, DOT, ORCBDS and VBS 1. Establish a selection panel for this recruitment 2. Advertise the position in the local media 3. Evaluate the applications 4. Submit evaluation report to the DG for endorsement 6. Submit the recruitment report to the PSC for approval 7. Conduct and inception workshop with the newly recruited procurement officer, additional finance officers, finance officers and SFO	X X X X X X	X X			MTC-Manager Finance Assisted by MTC HRO	Completed	
	80DA	Procurement services established	1	Develop a recruitment package to hire a dedicated MTC procurement officer 1. Establish a selection panel for this recruitment 2. Advertise the position in the local media 3. Evaluate the applications 4. Submit evaluation report to the DG for endorsement 6. Submit the recruitment report to the PSC for approval	X X X X X	X X			MTC-Manager Finance Assisted by MTC Manager HR AND Procurement Officer	Completed	

				7. Conduct and inception workshop with the newly recruited procurement officer, additional finance officers, finance officers and SFO 8. Develop procurement plan for the MTC 9. Conduct consultations with agencies on the procurement plan 10. Review of agencies activity plans to assess procurement needs 11. Submit Procurement Plan to MTC Executive Meeting for consideration 12. Submit Procurement Plan to the DG for endorsement 13. Share Procurement Plan with MFEM and CTB for information	X	X <
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	80DB	Ministry's Assets Management Ministry developed and maintained	1	Perform a complete stock take of all assets of the Ministry and its sub-agencies with the assistance of the agencies - Design an asset database in consultation with the asset unit of the MFEM - Allocate asset management responsibilities across agencies under the scope and supervision of the Ministry's asset officer - Develop a dedicated assets management plan, which shall detail the asset planning, monitoring and evaluation, including clear asset management practices - Submit the asset management plan to the MTC - Executive Meeting for consideration - Submit the asset management plan to DG for endorsement - Submit the asset management plan to the asset unit of the MFEM for information - Enforce the asset management plan	X X X X X X X X	X X X X X X X X	X X X X X X X X	MTC Assets Officer Assisted by line agency Directors/CEOs and GMs	Ongoing	Asset officer on Study Leave
	80DB	Full assets valuation	15	- Establish an asset evaluation grid with clear schedules - Perform asset evaluation consistent with the schedule and grid listed under point 1 above	X X	X X	X X	MTC Assets Officer Assisted by line agency Directors/CEOs and GMs	Not yet Started	Asset officer on Study Leave
	80DB	Assets Report produced and submitted to PSC	1	Consistent with the provision of the MTC asset management plan, produce semi-annual and annual asset reports to the Office of the DG, the PSC and the asset unit of the MFEM	X	X	X	MTC Assets Officer	Not yet Started	Asset officer on Study Leave

MTC – Aid-for-Trade Coordination and Support Services

Service Targets - Budget Narrative

Budget Code	Activity Code	Performance Measure Description	Quantity	Unit of Measure
MTBD (Trade Development)		NTDC meeting successful outcomes	18	No. of Meetings
		Establishment of a trade facilitation committee	1	No. of Trade facilitation Committee
		Formalized public private working groups	4	Number of Working Groups Establish
		Trade Policy Framework	1	Trade Policy Framework Implemented
		Number of projects implemented	15	No. of projects implemented
MTCA (Industry & Commerce)		Number of budget submissions	2	Budget submissions
		Information and Communication strategy input to the MTC overarching information and Communication Strategy of the Ministry	1	Strategy inputted
		HR Development Plan input to the MTC overarching HRM Development Plan	1	Plan Inputted
		Number of Training provided to TDD Staff	1	Training
		Number of reports and plans produced	2	Plans and repots
MTCB (Trade Governance)		NTDC Meetings held	3	Meetings
		NTDC Outcome Document circulated	3	Outcome Document
		Trade Policy Framework Updated (TPFU) Monitored	3	Report presentation
MTCE		KMSI Guidelines	1	Guidelines

External Trade Negotiations		KMSI Tools and Architecture	1	Design
		Reporting	4	Report
		Consultations with stakeholders	4	Consultation
		Training to MTC	1	Workshop
MTCC (Trade Policy)		Consultation/Awareness Meetings held	2	Meetings
		Expertise mobilised	1	Expertise
MTCD (TDD Trade Cooperation)		EIF-SSP project funding implementation	6	Reports
		AFT Communication strategy elaborated	1	Strategy
		AFT Projects monitored and reported on	3	Report

Aid for Trade Coordination – Budget Narrative Update

Department	90	AID-FOR-TRADE MANAGEMENT UNIT			Operational Report	
Program	Activity	Performance Indicator	Target	Officer in Charge	Status	Comments
	90AA (Payroll)	n/a	n/a	Aid-for-Trade Manager	Completed	
	90AA (Operations)	n/a	n/a	Aid-for-Trade Manager	Completed	
	90AA	Number of reports and plans produced	6	Aid-for-Trade Manager	Completed	Submitted the 4 quarterly reports, Business Plan 2026 and 2025 Annual Report
	90AA	Number of budget submissions	2	Aid-for-Trade Manager	Completed	Recurrent financial reports, budget narratives for 2026 have been submitted

To Provide negotiations support and fiduciary supervision of AFT testing as well as enhanced trade facilitation support.	90AA	HR Development Plan input to the MTC overarching HRM Development Plan	1	Aid-for-Trade Manager	Completed	VAMU Inputs for the HRD plan have been submitted to the HR Unit
	90AA	Number of Training provided to Aid-for-Trade Management Unit staff	1	Aid-for-Trade Manager	Completed	Both domestic and international training sessions were attended by VAMU staff.
	90AA	Information and Communication strategy input to the MTC overarching Information and Communication Strategy of the Ministry	1	Aid-for-Trade Manager	Completed	Communication Report 2025 was produced, and the recommendation was taken to review the strategy in 2025. Promotional tools were also developed in 2025
	90BA	NTDC Meetings held	3	Aid-for-Trade Manager	Completed	3 NTDC meetings have been conducted with 2 meetings in Port Vila and 1 Meeting in Luganville
	90BA	NTDC Outcome Documents circulated	3	Aid-for-Trade Manager	Completed	3 NTDC meeting Minutes have been submitted
	90BA	Consultations on Draft NTDC Legislation undergone	1	Aid-for-Trade Manager	Completed	
	90BA	TPFU Monitored	3	Aid-for-Trade Manager	Completed	TPFU update was presented during the NTDC meeting. A review of the TPFU will be done in 2025.
	90DA	EIF-SSP project funding implementation	Implementation of five outputs is on-going	Aid-for-Trade Manager	Completed	EIF project has been completed in 2024
	GfG	GfG projects implementation	Status of implementation	Aid-for-Trade Manager	Completed	GfG report has already submitted the GfG reports
			on of projects			
	90DA	AfT Communication strategy elaborated	1	Aid-for-Trade Manager	Ongoing	Communication strategy currently under review
	90DA	AfT Projects monitored and reported on	3	Aid-for-Trade Manager	Completed	Communication Report 2024 was produced, and the recommendation was taken to review the strategy in 2026.
	90DA	ATMU Procurement Plan established and submitted	1	Aid-for-Trade Manager	Completed	The VAMU procurement plan was submitted
	90AA	EDF tranche 1 implementation	65%	Project Officers	Completed	The VAMU procurement plan was submitted and fully implemented before the end of 2025.

90EA	KIMS Guidelines	1	Aid-for-Trade Manager	Completed	Guideline has been developed in 2025
90EA	KIMS Tools and Architecture	1	Aid-for-Trade Manager	Completed	KIMS soft launching of the system was successfully held in August 2024.
90EA	Reporting	(6) this target is addressed above	Aid-for-Trade Manager	Completed	Submitted the 4 quarterly reports, Business Plan 2026 and 2025 Annual Report
90EA	Consultations with stakeholders	4	Aid-for-Trade Manager	Completed	Consultations have been carried out on all projects undertaken by VAMU
90EA	Training to MTC	1	Aid-for-Trade Manager	Completed	Both domestic and international training sessions were attended by VAMU staff.
1. 90AA	1. Report(s) or PDNA from missions if staff mobilised in case of natural disasters	1	Aid-for-Trade Manager	Completed	The Manager is also part of the BRRWG Committee during the disasters in 2025
2. 90DB	2. Status of implementation of Government of the day policies, such as copra subsidy	Status of implementation	Project Officers	Completed	

MTD – Industry Development

Service Targets - Budget Narrative

Budget Code	Performance Measure Description	Quantity	Unit of Measure
MTDA (Primary Industry Development)	Small Scale rural base Value addition training	6	Reports
	New products formulated under R&D	100	Percentage
	Research surveys undertaken or coordinated	2	Reports
	Research trials Undertake	5	Reports
	SME Infrastructure supported (ISF)	5	ISF/IDF Projects
	Poultry Import Substitution Policy	5	Percentage implementation
	INAC Decisions implement	2	Reports
	Projects Implementation	3	Reports
MTDA (Primary Industries Development)	Small Scale rural based Value Addition training	6	Reports
	New products formulated under R&D	100	Percentage
	Research surveys undertaken or coordinated	2	Reports
	Research trials Undertaken	5	Reports
	SME Infrastructure supported (ISF)	5	ISF/ IDF Projects
	Poultry Import Substitution Policy	5	Percentage implementation
	INAC Decisions implemented	2	Reports
	Projects Implementation	3	Reports
MTDB (Provincial Industrial Extension Services)	Facilitate registration of industrial permits	100	Percentage
	Facilitate registration of Vanuatu made brand	100	Percentage
	Coordinate small-scale value adding trainings	6	Report

	Undertake product scoping & profiling	6	Report
	Undertake GMP compliance to Industrial Permit holders	100	Percentage
	Facilitate project implementation in the six provinces	6	Report
	Facilitate marketing of crops and commodities in the provinces	6	Report
	Facilitate new products developed (under R&D)	100	Percentage
	EDZ legal framework established	1	Bill drafted

MTDC (Manufacturing Industry)	Industrial Permits issued	100	Percentage
	Duty Exemptions issued (Value/ Quantity)	100	Percentage
	INAC secretariat meetings	40	Report
	Handicraft Market Vendors registered	100	Percentage
	GAP Compliance	2	Report
	Industries Support through ISD/ IDF	100	Projects
MTDE (Policy, Planning, Administration & Financial Comprising)	Project funding secured with donor partners	2	Funded Projects
	Inputs to Budget Policy Statement for Industry Sector	1	Report
	Staff Appraisals	2	Appraisals
	<u>Admin and Finance</u>		
	Monthly Financial Expenditure Report	12	Report
	Management of Department's Assets	1	Report
	Management of Staff payment	100	Percentage

	Officers' Capacity Building & Training	5	Percentage
	Staff meeting organized	4	Report
	Monthly checklist reports	12	Report
	<u>Policy Planning</u>		
	COM papers drafted and implemented	3	COM Papers
	Legislation/ regulations drafted and implemented	1	Legislation drafted/ amended
	M&E of program implemented	100	Percentage
	MOUs formulated and implemented	3	MOU implemented
	Annual Development Reports produced	1	Annual Report
	Business Plan produced	1	Business Plan
	Quarterly report produced	4	Report
MTDF (Marketing & Promotion Section)	Annual Vanuatu Made Market Day event	1	Report
	Export Development Strategy	1	Report
	Market Research on selected value chains	5	Report
	Registration of Vanuatu made applications	100	Percentage
	Containers Exported (Value/ Quantity) of crops	20	Percentage
	Local & International Trade Exhibitions	3	Report

Industry Development – Budget narrative update

Department	97	INDUSTRY DEVELOPMENT								Annual Report 2025	
Program	Activity	Performance Indicator	Target	Action	Q 1	Q 2	Q 3	Q 4	OIC	Status	Comments
	97 AA	No of small Scale rural based Value addition training	6	1. Identify of training focus areas	X	X			Manager Value Chains Research & Development	Completed	A total of 14 Value Addition Training conducted - Peanut Value Addition, Coffee, Frozen foods, Dried Products, Species Powder, Pickles, Teas, Chips, Jams (Fruit & Root Crop), Chutney, Syrups, Preserved Tomatoes, VCO, Vanilla, Soap, Species, Kava. These are VA trainings conducted in collaboration with other partners
				2. Identify target groups and specific industrial sectors	X	X				Completed	
				3. Determine the training timetables		X				Completed	
				4. Procure training venue and TA if applicable		X	X			Completed	
				5. Procure for other logistical expenditure incurred		X				Completed	

To pursue product and services diversification strategies, to improve the business and investment environment, to facilitate market access and to promote value - addition.				6. Finalise training material			X		Completed

				7. Conduct training			X		Completed
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				8. Produce training reports to be included in DOI reporting framework outputs			X	X		Completed	
	97 AA	Percentage of new products formulated under R&D	100	1. Catalogue existing and prospective new R&D products to be dealt with in the current year	X	X	X	X	Research & Development Officers	Completed	4 new products developed (Sugar vanilla powder, Turmeric and ginger soap from scratch, macerated oils from scratch, tumeric VCO, Powder soap
				2. Prioritise R&D product eligible for intervention in current year		X	X	X		Completed	
				3. Program tailored interventions			X			completed	
				4. Monitor DOI intervention in R&D				X		completed	

97 AA	No of research surveys undertaken or coordinated	2	1. Identify the scope of surveys to be undertaken	X			Primary Industry Development Officer	completed	Survey research of Value addition of Peanut - Collaboration with VARTC - Research centre
			2. Design the survey's content based on point 1 output						
			3. Consult with key selected stakeholders on the survey initiative and material	X	X			completed	
			4. Conduct a pilot survey		X			completed	
			5. Produce an assessment of the pilot survey detailing the positive and negative outcomes/outputs arising from this exercise		X	X		completed	

				6. Conduct the whole survey			X	X		completed	
				7. Report on the survey in DOI M&E framework				X		completed	
97 AA	No of research trials Undertaken	5	1. Identify crops value chains eligible to benefit from production research trial	X					Primary Industry Development Officer	Completed	Continuous collaboration with Research team - Peanut Value Chain
			2. Identify Agro-processing beneficiaries under this activity	X	X					Completed	
			3. Design the research trial intervention in conjunction with outsourced TA		X					Completed	
			4. Implement research interventions		X					Completed	

				5. Report on research interventions in the DOI M&E framework			X	X		Completed	
	97 AA	No of SME Infrastructure	5	1. Design governance structure for the projects supported (ISF)	X					Completed	

				2. Develop criteria to be jointly agreed upon by MFEM and MTC	X	X				Completed	
				3. Develop project appraisals protocols and decision-making processes		X				completed	
				4. Obtain joint endorsement					Primary Industry Development Officer		20 successful beneficiaries selected for 2024 ISF. Beneficiaries will get the 2024 support by early 2025. Governance began its review late in 2025 and will continue to 2026

				from MFEM and MTC on the above-mentioned arrangements		X				Completed
				5. Determine windows of applications in time and geographical scope		X				completed
				6. Receive applications		X	X	X		Completed

				7. Assess applications	X	X	X		Completed	
				8. Endorse applications	X	X	X		Completed	
				9. Disburse funding towards successful project applications	X	X	X		Completed	
				10. Monitor and report against the outputs and outcomes of each selected projects in the DOI M&E framework	X	X	X		completed	
97 AA	Percentage implementation of the Poultry Import Substitution Policy	5	1. Conduct overarching consultations with critical poultry industry players in Vanuatu	X				Manager R&D	Ongoing	Not yet started. Not in the 2024 work plan
			2. Conduct a thorough analysis of the past and current impact of such policy	X					completed	

			3. Propose an implementation		X			completed
			plan with a weighted impact assessment					
			4. Submit to MTC Executive meeting for consideration		X			Ongoing
			5. Submit to DG MTC for endorsement and submission to DCO/COM		X			Ongoing
			6. Obtain COM endorsement on the way forward with the Poultry Policy		X			Ongoing
			7. Implement COM decisions		X			Ongoing

				8. Report on the policy implementation in DOI's M&E Framework		X	X	X		Ongoing	
	97 AA	No of reports on INAC Decisions Implemented	2	1. Pursue formal establishment of the INAC consistent with the legislation (ministerial order/regulation)	X				Primary Industry Development Officer	Completed	This activity was supposed to be reported by AH - Manufacturing Division. Check AH reporting
				2. Conduct initial meetings of the INAC with annual workplan as a key output	X					Completed	
				3. Establish administrative mechanisms for administering and managing INAC's decisions	X				Assisted by the Manufacturing Industry Officer	Completed	

				4. Identify proper M&E mechanisms with the INAC and the DOI to monitor the performance of the INAC	X					completed	
				5. Report on INAC in DOI's M&E Framework	X	X	X	X		completed	
	97 AA	No of reports on INAC projects implemented	3	2. INAC to determine the funding sources for a given fiscal year	X			X		completed	This activity was supposed to be reported by AH - Manufacturing Division. Check AH reporting
				3. INAC to identify the scope and targeted group for intervention	X				Assisted by the Manufacturing Industry Officer	completed	

			4. INAC to determine the window and geographical scope for applications	X	X			completed
			5. INAC to design the evaluation/assessment methods to be utilised in assessing applications		X			completed
			6. INAC to endorse to-befunded projects		X			completed
			7. INAC to forward to-befunded approved project to donor and grant funding agencies		X	X	X	completed

			8. INAC to report to DOI on project application progresses and status in predetermined and formatted reporting mechanisms		X	X	X		completed	
97 AB , AC , AD , AE , AF	Percentage of registration of industrial permits	100	1. Develop and maintain accurate data on industrial permits	X	X	X	X	Manufacturing Industry Officer	Completed	
			2. Coordinate with MTC in identifying the actual and most accurate software option to maintain an effective and efficient database for industrial permit tracking and analysis		X				completed	

				3. Design and disseminate information and communication on industrial permits and their registration process to targeted and identified stakeholders' groups		X	X		Assisted by Provincial Industry Officers	Completed	
				4. Register permits	X	X	X	X		Completed	
				5. Recordkeeping of permits by maintain information on circumstantial arrangements pertaining to the nature of each industrial permit issued	X	X	X	X		Completed	

			6. Report on permits registered in any given period of time	X	X	X	X		Completed	
97 AB , AC , AD , AE , AF	Percentag e of registratio n of Vanuatu made brand	100	1. Develop a strategic approach to reach out to VMB beneficiaries	X	X			Marketing and Promotion Officer	Completed	
			2. Develop a VMB communication package		X			Assisted by	Completed	
			3. Disseminat e information on VMB to target groups		X			Provincial Industry Officers	Completed	
			4. Conduct awareness if necessary		X				Completed	
			5. Initiate registration by geographical locations		X	X			Completed	

				6. Report and maintain data n registration			X	X		completed	
				progress in the current fiscal year							
				7. Report in DOI M&E Framework on the progress made under this activity			X	X		completed	
	97 AB , AC , AD , AE , AF	No of small-scale value adding trainings	6	1. Identify of training focus areas	X				Director DOI	Completed	
				2. Identify target groups and specific industrial sectors	X				Assisted by Provincial Industry Officers	Completed	
				3. Determine the training timetables	X					Completed	

			4. Procure training venue and TA if applicable	X	X				Completed	
			5. Procure for other logistical expenditure incurred		X				Completed	
			6. Finalise training material		X				Completed	
			7. Conduct training		X	X			Completed	
			8. Produce training reports to be included in DOI reporting framework outputs				X		Completed	
97 AB, AC	No of product scoping & profiling	6	1. Design scoping and profiling methodology	X				Primary Industry Development	Completed	

	, AD , AE , AF	performed		2. Develop scoping and profiling criteria to be agreed upon by DOI and selected stakeholders	X				Officer	Completed	
				3. Prioritise geographical location subjected under this activity	X	X			Assisted by Provincial Industry Officers	Completed	
				4. Conduct the scoping and profiling exercise		X				Completed	
				5. Monitor and report against the outputs and outcomes of each selected product in the DOI M&E framework		X	X			Completed	
97 AB , AC , AD	Percentag e of GMP complianc e to Industrial Permit holders	100		1. Develop a strategic approach to reach out to GMP Compliance target groups	X				Manufacturing	Completed	

				2. Develop a GMP Compliance target groups communication package	X				Industry Officer	Completed	
	, AE , AF			3. Disseminate information on GMP Compliance target groups	X	X				Completed	
				4. Conduct awareness if necessary		X			Assisted by Provincial Industry Officers	Completed	
				5. Initiate registration by geographical locations		X	X			Completed	
				6. Report and maintain data on registration progress in the current fiscal year			X			Completed	

			7. Report in DOI M&E Framework on the progress made under this activity			X	X		Completed	
97 AB , AC , AD , AE , AF	No of facilitated project implementation in the six provinces	6	1. Based on central directions given by DOI headquarters, follow-up on ongoing project under implementation in any given province	X	X	X	X	Director DOI	Completed	
			2. Acquire the key result indicators to be assessed						Completed	
			3. Perform site visits					Assisted by Provincial Industry	Completed	

				4. Undergo personal interviews and interactions with project beneficiaries					Officers	Completed	
				5. Fill assessment reports						Completed	
				6. Submit assessment reports to DOI headquarters						Completed	
				7. DOI to include these reports in DOI's M&E framework						Completed	
97 AB , AC , AD , AE	No of facilitated marketing of crops and commoditi	6	1. Based on central directions given by DOI headquarters, follow-up on ongoing project under implementation	X	X	X	X	Marketing and Promotion Officer	Completed		

[illegible]

				6. Submit assessment reports to DOI headquarters						Completed	
				7. DOI to include these reports in DOI's M&E framework						Completed	
	97 AB, AC, AD, AE, AF	No of facilitated new products developed (under R&D)	100	2. Acquire the key result indicators to be assessed	X	X	X	X	Assisted by Provincial Industry Officers	Completed	
				3. Perform site visits						Completed	
				4. Undergo personal interviews and interactions with project beneficiaries						Completed	
				5. Fill assessment reports						Completed	

				6. Submit assessment					Completed	
				reports to DOI headquarters						
				7. DOI to include these reports in DOI's M&E framework					Completed	
97 A H	EDZ legal framework established	1	1. Finalise the draft concept note for the EDZ	X				Manufacturing Industry Officer	Completed	
			2. Submit the concept note to MTC Executive meeting for review and comments	X					Completed	
			3. Consolidate comments sought in point 2	X	X				Completed	
			4. Prepare initial drafting instructions for SLO	X	X				Completed	

			5. Conduct first round of awareness with selected stakeholders	X	X			Completed	
			(Government, VIPA and VCCI)						
			6. Conduct second round of awareness with selected stakeholders (private sector actors)		X			Completed	
			7. Conduct third round of consultations (Chiefs, youth, women, landowners and civil society)			X		Completed	
			8. Design a EDZ roadmap			X		Completed	

			9. Finalise the EDZ draft roadmap and submit to MTC executive meeting for endorsement			X		Completed	
			10. Submit roadmap to DG MTC for endorsement and			X		Completed	
			submission to DCO and COM						
			11. Obtain COM approval on the roadmap			X		Ongoing	Endorsed by DCO, Pending COM approval. Should be early next year 2025.
			12. Conduct additional sessions on EDZ which shall be widely communicated			X		Completed	This activity will be started upon the COM decision.

			13. Develop a EDZ communication strategy similar to that of the LDC graduation or the WTO accession			X		Ongoing	
			14. Pursue consultations and awareness			X		Ongoing	
			15. Design an EDZ Policy framing the overarching scope of the EDZ			X		Ongoing	
			16. Finalise the draft instructions with SLO			X		Completed	
			17. Consult with all stakeholders on the draft EDZ Bill			X		Completed	
			18. Submit to DCO and COM for endorsement			X		Completed	

			19. Governmen t to submit the Bill to Parliament for enactment by the President			X			completed	
97 A H	Percentag e of Industrial Permits issued	100	1. Develop and maintain accurate data on industrial permits	X	X	X	X	Manufacturing Industry Officer	Completed	
			2. Coordinate with MTC in identifying the actual and most accurate software option to maintain an effective and efficient database for industrial						Completed	
			permit tracking and analysis							

			3. Design and disseminate information and communication on industrial permits and their registration process to targeted and identified stakeholders' groups						Completed	
			4. Register permits						Completed	
			5. Recordkeeping of permits by maintaining information on circumstantial arrangements pertaining to the nature of each industrial permit issued						Completed	
			6. Report on permits						Completed	
			registered in any given period							

97 A H	Percentag e of Duty Exemption s Issued (Value/Qu antity)	100	1. Develop and maintain accurate data on Duty exemptions	X	X	X	X	Manufacturing Industry Officer	Completed	
			2. Coordinate with MTC in identifying the actual and most accurate software option to maintain an effective and efficient database for Duty exemptions tracking and analysis						Completed	
			3. Design and disseminate information and communication on Duty exemptions and their registration process to targeted and identified						Completed	

			stakeholders' groups							
			4. Register Duty exemptions granted						Completed	
			5. Recordkeeping of Duty exemptions by maintaining information on circumstantial arrangements pertaining to the nature of each Duty exemptions granted						Completed	
			6. Report on Duty exemptions registered in any given period						Completed	
97 A H	No of report by the INAC secretariat	4	1. Take active participation in each INAC meeting	X	X	X	X	Manufacturing Industry Officer	Completed	

			2. Develop the agenda for each meeting				Completed	
			3. Provide support to the INAC chair and disseminate information to INAC members prior to any meeting scheduled to take place				Completed	
			4. Take minutes of each meeting				Completed	
			5. Circulate the minutes and outcomes (decisions) for review by the members				Completed	

				6. Facilitate the applications of all INAC's resolutions or any other task directed by the INAC or its Chair						Completed	
				7. Produce Quarterly reports on the progresses						Completed	
				made by the INAC as an institution							
	97 A H	Percentage of Handicraft Market Vendors registered	100	1. Develop a registration methodology to reach out to market vendors	X	X	X	X	Manufacturing Industry Officer	Completed	
				2. Perform awareness to selected target groups on the requirements and needs for registration						Completed	

			3. Define the timeframe and costing for registration						Completed	
			4. Develop and maintain accurate data on market vendors							
			5. Coordinate with MTC in identifying the actual and most accurate software option to maintain an						Completed	
			effective and efficient database for market vendors tracking and analysis							

				6. Design and disseminate information and communication on market vendors and their registration process to targeted and identified stakeholders' groups					Completed	
				7. Register market vendors					Completed	
				8. Recordkeeping of market vendors by maintaining information on circumstantial arrangements pertaining to the nature of each market vendor issued					Completed	

			9. Report on market vendors registered in any given period of time						Completed	
97 A H	GAP Compliance	2	1. Define the scope of the reports to be produced	X				Manufacturing Industry Officer	Completed	
			2. Identify the resources required to produce the reports	X					Completed	
			3. Conduct research to compile the reports		X				Completed	
			4. Draft the reports		X				Completed	
			5. Submit the Reports to Director DOI for consideration and endorsement			X			Completed	

		No of projects supported	10	1. Enable 4 one-month application window for prospective applicants	X	X	X	X	Manufacturing Industry Officer	Completed	
97 A H	through ISF/IDF			2. Advertise application forms and processes in the local media and through various communication channels						Completed	
				3. Review of the application by the fund administration agency						Completed	
				4. Submission to the Fund's board of governors for final endorsement and approval for funding						Completed	

	97 A H	Profiling report for products and industries	1	1. Define the product and industry focus groups to be assessed	X				Manufacturing Industry Officer	Completed	
		with comparati ve advantage		2. Determine the specific scope of assessment based on the above products/industri es	X					Completed	
				3. Mobilise the resources to produce the report	X	X				Completed	
				4. Produce the draft report		X				Completed	
				5. Submit the draft report to the Director DOI for consideration		X				Completed	

				6. Director DOI to submit to MTTNCVB Senior Executives for consideration and recommendations		X				Completed	
				5. Identify ways forward to support real investment based		X				Completed	
				on the listed recommendations							
	97 EC	No of COM papers drafted and implemented	3	1. COM Papers to be developed by DOI consistent with Ministerial instructions and directions	X	X	X	X	Director DOI	Completed	
				2. Paper to be submitted to MTC Executive Meeting for initial consultation						Completed	
				3. Consultation with SLO						Completed	

			4. Consultation with MFEM						Completed	
			5. Consultation with other identified key stakeholders						Completed	
			6. Final briefing to DG and Honourable Minister and						Completed	
			signing of the COM Paper							
			7. Submission to DCO by DG						Completed	
			8. Submission to COM by Honourable Minister						Completed	
97 EC	No of legislation/ regulations drafted and implemented	1	1. Based on existing policy directions, DOI to undertake the designing of a concept legal framework for any policy context	X	X	X	X	Director DOI	Completed	

			2. Undertake preliminary consultations with key stakeholders and possibly with specialists or Tas				Completed	
			3. Make an initial submission to MTC Executive Meeting for review				Completed	
			4. Consolidate MTC Executive Meeting comments				Completed	
			5. Conduct other rounds of consultations as needed/instructed				Completed	
			6. Draft drafting instructions for SLO				Completed	

			7. Conduct bilateral workshop discussions with SLO on the content of a proposed Bill				Completed	
			8. Submit formally to SLO including the drafting instructions and the COM decision instruction SLO to				Completed	
			initiate the drafting process					
			9. Review SLO feedback and requests for clarifications				Completed	
			10. Consolidate final draft legislation by SLO				Completed	

				11. Submit to MTC Executive meeting for consideration					Completed	
				12. Submit to DG MTC for endorsement and submission to DCO/COM					Completed	
				13. COM to approve the BILL and formally submit to Parliament for enactment by the President					Ongoing	
	97 EB	M&E of program implemented	100	1. Produce DOI Quarterly narrative report	X	X	X	X	Completed	
				2. Produce DOI quarterly financial report	X	X	X	X	Completed	
				3. Produce DOI semi-annual report		X			Completed	

			4. Produce DOI annual report				X		Completed	
97 EC	No of MOUs formulated and implemented	3	1. Based on existing policy directions, DOI to undertake the designing of a concept MOU for any policy context	X	X	X	X	Director DOI	Completed	
			2. Undertake preliminary consultations with key stakeholders and possibly with specialists or Tas						Completed	
			3. Make an initial submission to MTC Executive						Completed	
			Meeting for review							
			4. Consolidate MTC Executive Meeting comments						Completed	

			5. Conduct other rounds of consultations as needed/instructed						Completed	
			6. Conduct bilateral workshop discussions with SLO on the content of a proposed MOU						Completed	
			7. Review SLO feedback and requests for clarifications						Completed	
			8. Consolidate final draft MOU						Completed	
			9. Submit to MTC						Completed	
			Executive meeting for consideration							

			10. Submit to DG MTC for endorsement and submission to DCO/COM					Completed	
			11. COM to approve the MOU					Completed	
			12. DOI to proceed with the signing and implementation of the MOU					Completed	
97 EB	Annual Development Reports Produced	6	1. Produce DOI semi-annual report		X		Director DOI	Completed	
			2. Produce DOI annual report			X		Completed	
97 EB	Business plan produced	1	1. Produce annual activity implementation plan	X		X	Director DOI	Completed	
			2. Produce annual HR Development Plan	X		X		Completed	

			3. Produce Annual Procurement Plan	X			X		Completed	
			4. Produce Annual Cash Flow Plan	X			X		Completed	
97 EB	Quarterly report produced	4	1. Produce DOI Quarterly narrative report produced	X	X	X	X	Director DOI	Completed	
			2. Produce DOI Quarterly financial report	X	X	X	X		Completed	
97 EC	No of project funding secured with donor partners	2	1. Bilateral and multilateral discussions held with historic donor partners	X	X	X	X	Director DOI	Completed	

			2. Work with TDD to identify new prospective donor partners which could consistently support the implementation of on-going DOI Programs						Completed	
			3. Participate to NTDC meeting and other similar events, which enable DOI to showcase the successful implementation of its programs and activities as hook for further funding pledge						Completed	
97 EC	Inputs to Budget Policy Statement for	1	1. Develop DOI own budget policy statement for a given fiscal year	X				Director DOI	Completed	

		Industry Sector		2. Consult with DOI staff on budget policy statement formulation	X	X				Completed	
				3. Consult with MTC Executive Meeting on DOI Budget Policy Statement	X	X				Completed	
				4. Submit to DG MTC to liaise with MBC (DG MFEM) on DOI's input on the national Budget Policy Statement		X				Completed	
97 EA	Staff Appraisals	2		1. Initiate mid-year staff appraisal in coordination with MTC HRO		X				Completed	

				2. Undertake mid-year staff appraisals with each officer and staff		X			Completed	
				3. Perform staff and officer mid-year evaluation with directors and heads of agencies		X			Completed	
				4. Submit to DG for consideration and endorsement		X			Completed	
				5. Submit to PSC		X			Completed	
				6. Initiate annual staff appraisal in coordination with MTC HRO				X	Completed	

				7. Undertake annual staff appraisals with each officer and staff				X		Completed	
				8. Perform staff and officer annual evaluation with directors and heads of agencies				X		Completed	
				9. Submit to DG for consideration and endorsement				X		Completed	
				10. Submit to PSC				X		Completed	
	97 EA	Monthly Financial	12	1. Extract financial expenditure reports from the	X	X	X	X	DOI Finance Officer	Completed	
		Expenditure Report		Smart Stream software							
				2. Provide a one-page analysis of the expenditure						Completed	

			3. Submit formal report to Director DOI for consideration						Completed	
			4. Submit to DG MTC for endorsement						Completed	
97 EA	Management of Departments Assets	1	1. Perform a complete stock take of all assets of the DOI	X	X			Director DOI	Completed	
			2. Design an asset database in consultation with the asset unit of the MFEM	X					Completed	
			3. Allocate asset management responsibilities to a dedicated DOI Officer under the	X					Completed	
			scope and supervision of the MTC Assets Officer							

			4. Develop a dedicated assets management plan, which shall detail the asset planning, monitoring and evaluation, including clear asset management practices	X	X			Completed	
			5. Submit the asset management plan to the MTC Executive Meeting for consideration		X			Completed	
			6. Submit the asset management plan to DG for endorsement		X			Completed	

7. Integrate the DOI asset management plan in the aggregated MTC Asset Management Plan		X		
8. Establish an asset evaluation grid with clear schedules		X		
9. Perform asset evaluation consistent with the schedule and grid listed under point 1 above		X		

Completed	
Completed	
Completed	

				10. Consistent with the provision of the MTC asset management plan, produce semi-annual and annual asset reports to the Office of the DG, the PSC and the asset unit of the MFEM		X		X		Completed	
	97 EA	Managem ent of Staff payment	100	1. Monitor payroll movements of all staff under DOI						Completed	
				2. Based on contractual arrangements, ensure all contracted individuals are paid in due course	X	X	X	X	DOI Finance Officer	Completed	

	97 EA	Officers Capacity Building & Training	5	1. Develop HR Development Plan Section for DOI in the MTC Human Resource Development Plan	X	X	X		Director DOI	Completed	
				2. Consult with DOI Staff on MTC HR Development Plan		X	X			Completed	
				3. Submit HR Development for DOI to MTC-HRO			X	X		Completed	
	97 EA	No of Staff meeting organised	4	1. Prepare staff meeting	X	X	X	X	Director DOI	Completed	
				2. Develop agenda of any staff meeting						Completed	
				3. Communicate the agenda of any staff meeting						Completed	

				4. Hold staff meeting						Completed	
				5. Take minutes of staff meeting						Completed	
				6. Disseminate staff meeting resolution						Completed	
				7. Keep record of staff meetings outputs						Completed	
				8. Report on staff meetings in DOI's M&E framework						Completed	
			12	1. All principal officers to fill in	X	X	X	X	Director DOI	Completed	
	97 EA	Monthly checklist reports		the checklist report							
				2. Produce a one-page summary						Completed	

			3. Submit the report to Director DOI						Completed	
			4. Produce an aggregated DOI Monthly Checklist Report						Completed	
			5. Submit to DG for endorsement						Completed	
97 AJ	Annual Vanuatu Made Market Day event	1	1. Identify the VMMD date	X				Marketing and Promotion Officer	Completed	
			2. Define the list of potential participants to the event	X					Completed	
			3. Assess the logistics needs for organising the event	X					Completed	

			4. Ensure the event procurements are consistent with the DOIs procurement plan for this year	X				Completed	
			5. Initiate and proceed with relevant procurement to hold the event		X			Completed	
			6. Design the promotional material to market the event		X			Completed	
			7. Conduct awareness for the event through local media		X			Completed	
			8. Submit formal invitations to listed participants and VIPs		X			Completed	
			9. Establish proper protocols		X			Completed	

			for hosting VIPs during the event							
			10. Implement the event activity		X	X			Completed	
			11. Retire all impress related to the event				X		Completed	
			12. Produce activity report to be inserted in DOI M&E Framework				X		Completed	
97	Export Development Strategy	1	1. Collect data on selected export product categories falling under the scope of the programme	X	X			Marketing and Promotion Officer	Ongoing	Export strategy pending COM approval and launching
AJ			2. Assess the strength and weaknesses of each selected products for export		X			Assisted by the Primary	Completed	

			3. Perform a market needs assessment in selected export market decisions		X			Development Officer	Completed	
			4. Propose an export roadmap with strategic targets to be achieved by end of this year		X	X			Completed	
			5. Find export facilitation mechanisms to be mobilised during implementation of the programme			X			Completed	
			6. Possibly identify technical assistance needs to develop and formally design the programme		X				Completed	
			7. Design the programme in consultations with key stakeholders		X	X			Completed	

			8. Submit a draft programme to the MTC Executive			X	
			Meeting for consideration				
			9. Develop a programme communication package to be integrated in the MTC Communication Strategy			X	
			10. Finalise the draft programme and submit to DG MTC for endorsement and subsequent submission to DCO and COM			X	
			11. COM to approve the programme			X	

Completed	
Completed	
Completed	
Completed	

				12. Establish proper M&E mechanisms for the programme to be integrated in DOI M&E Framework			X			Completed	
	97 AJ	Market Research on selected value chains	5	1. Establish close coordination mechanisms with TDD (for KIMS) and VNSO (for data collection and validation) through existing institutional mechanisms such as the Data Working Group	X	X	X	X	Marketing and Promotion Officer	Completed	
				2. Identify destination markets to be prospected under this activity	X	X				Completed	

			3. Identify target products to be covered under the scope of this activity		X			Completed	
			4. Identify market specialists to perform market analysis on behalf of the DOI		X			Completed	
			5. Secure the funding to mobilise assistance during this activity		X			Completed	
			6. Initiate and perform the procurement of market specialist for the implementation of this activity		X			Completed	

			7. Develop a market access strategy in consultation with key concerned stakeholders under this initiative			X		Completed	
			8. Submit the draft strategy to the MTC Executive Meeting for consideration and comments			X		Completed	
			9. Review the comments and			X		Completed	
			feedback and consolidate						
			10. Submit to DG MTC for endorsement and submission to DCO and COM			X		Completed	
			11. COM to endorse the strategy				X	Ongoing	

				12. Establish proper M&E mechanisms for the strategy to be integrated in DOI M&E Framework				X		Ongoing	
97 AJ	Percentage of registration of Vanuatu made applications	100	1. Develop and maintain accurate data on Vanuatu Made Applications	X	X	X	X	Marketing and Promotion Officer	Completed		
			2. Coordinate with MTC in identifying the actual and most accurate software option to maintain an effective and						Completed		
			efficient database for Vanuatu Made Applications tracking and analysis								

			3. Design and disseminate information and communication on Vanuatu Made Applications and their registration process to targeted and identified stakeholders' groups						Completed	
			4. Register Vanuatu Made Applications						Completed	
			5. Recordkeeping of Vanuatu Made Applications by maintain information on circumstantial arrangements pertaining to the nature of each						Completed	
			Vanuatu Made Applications issued							

				6. Report on Vanuatu Made Applications registered in any given period of time						Completed	
	97 AJ	No of containers (value/Quantity) of crops exported	20	1. Identify exporter to be supported under the National Export Programme	X	X	X	X	Marketing and Promotion Officer	Completed	
				2. Perform a selection of exporters which could benefit from this activity						Completed	
				3. Maintain exhaustive database of exporters, product exported, and destination market targeted					Assisted by the Primary Industry Development Officer	Mostly completed	
				under this intervention							

			4. Identify and secure facilitation/funding mechanisms to support the conduction of this activity						Completed	
			5. Produce activity report to be inserted in DOI M&E Framework						Completed	
97	No of local & International Trade Exhibitions	3	1. Identify the exhibition dates	X				Marketing and Promotion Officer	Completed	
AJ			2. Define the list of potential participants to the events	X	X				Completed	
			3. Assess the logistics needs for organising the events		X				Completed	
			4. Ensure the events procurements are consistent with		X				Completed	

the DOIs 2021 procurement plan				
5. Initiate and proceed with relevant procurement to hold the events		X		
6. Design the promotional material to market the events		X		
7. Conduct awareness for the events through local media		X	X	
8. Submit formal invitations to listed participants and VIPs		X	X	
9. Establish proper protocols for hosting VIPs during the events		X		

Completed	
Completed	
Completed	
Completed	
Completed	

				10. Implement the events' activity			X			Completed	
				11. Retire all impress related to the events				X		Completed	
				12. Produce activity report to be inserted in DOI M&E Framework				X		Completed	

MTE – Commerce Development - Budget Narrative Update

Department	91	COMMERCE DEVELOPMENT								Annual Report 2025	
Program	Activity	Performance Indicator	Target	Action	Q1	Q2	Q3	Q4	OIC	Status	Comments
	91AB	Establishment of the Industry Development Fund	1	1. Submit the IDF Constitution to the COM for endorsement and approval	X				Director DOI	Completed	

To expand the economy through easing of doing business, improved business environment support to MSMEs, and enhanced trade facilitation mechanisms				2. Design the eligibility and election criteria for prospective applicants	X				Completed	
				3. Design the IDF administration agency procurement package	X				N/A	
				4. Establish the selection panel	X	X			N/A	
				5. Advertise the Tender in the local media		X			N/A	
				6. Submit to CTB for endorsement		X			N/A	
				7. Get the approval confirmation from the COM		X			N/A	

			8. Establish relevant trust fund mechanisms with MFEM	X	X				Completed	
			9. Confirm fund availability through the appropriation and enable quarterly fund disbursement mechanisms	X					Completed	
91AB	Projects funded under the IDF	7	1. Enable 4 onemonth application window for prospective applicants		X	X	X	IDF Board of Governors	Completed	
			2. Advertise application forms and processes in the local media and through various communication channels						Completed	
			3. Review of the application by the fund administration agency						Completed	
			4. Submission to the Fund's board of governors for final						Completed	

			endorsement and approval for funding							
91CA	Feasibility study undertaken for the establishment of a Department of Commerce and Industry	1	1. Design of the Department of Commerce and Industry	X	X			Director DOI	Ongoing	Organisational structure review in progress
			2. Undertake consultations with stakeholders		X	X			Ongoing	
			3. Provide a feasibility and consultation report to the MTC Executive Meeting for consideration		X				Completed	
			4. Submit both reports to the DG for endorsement		X				Completed	
			5. Using the reports as baseline, DOI to initiate the design of the new Department of Commerce and Industry starting with its structure, which shall be backed up by		X	X			Ongoing	

			units and division term of references							
			6. Develop a Human Resource Plan for the new structure			X			Ongoing	
			7. Develop a budget and financial plan for the new structure			X			Ongoing	
			8. Prepare a formal submission for COM's consideration			X			Ongoing	
			9. Upon COM's endorsement of the concept, initiate discussions with the PSC to pursue the implementation of the new Department			X			Ongoing	
91CA	Subsidy implementation	100	1. Re-locate the copra and commodity subsidy under this cost centre	X				DOI-Finance Officer	N/A	C/C yet under MFEM Chapter

			2. Manage the copra subsidy and the CSS (if applicable)	X					Completed	
91CA	Export programme developed	1	1. Design of the EDP	X				DOI-Principal Market and Promotion Officer	Ongoing	
			2. Undertake consultations with stakeholders	X	X				Completed	
			3. Provide a feasibility and consultation report to the MTC Executive Meeting		X				Ongoing	EDP pending validation
91CA	Recommendations of the e-Trade Readiness Assessment implemented	50	1. Implement recommendation 1-[XX] in 2021	X	X	X	X	DOI-Principal Manufacturing Officer	Ongoing	
								Assisted by DOI-Principal Primary Industries Officer		

MTF – Tourism Development

Service Targets - Budget Narrative

Budget Code	Activity Code	Performance Measure Description	Quantity	Unit of Measure
MTFA (Admin Support Services)		Planning and reporting exercises performed each year with timely submissions (12 months)	12	Monthly Reports
MTFB (Tourism Development)		Hold meetings and events	7	Activities/ events
		Prepare Sustainable Tourism Provincial Management Plans	3	Provincial Plans
		Implementation of the responsible visitor to Vanuatu Programme with the Department of Immigration	30	Percentage
		Strengthen PEA and EIA for all tourism applications prior to the signing of leases through amendments to the Foreshore Development Act and EPC Act	1	Report
		Undertake training of the Sustainable Tourism Council members on their roles in promoting sustainable tourism and enforcing standards under the revised Tourism Council Act	1	Training
		Organize meetings of Tourism Councils in line with Tourism Act	1	Meeting
		Establish agritourism program to strengthen the linkages between rural small holders and tourism business	1	Program
		Undertake ongoing monitoring and evaluation of program outputs in line with the VSTP and NSDP	2	Report
MTFC (Tourism Standards)		Tourism industry rating system in place and operational	1	Rating System
		CIP operational and monitored	1	Report
MTFD (Provincial Tourism Development)		Outer Island Programme under implementation;	6	Report
		Extension offices fully operational	50	Percentage

MTFE (Policy & Planning)	40BA	Planning and reporting exercises performed each year with timely submissions	1	Report
	40BA	Improved VBS institutional structure	1	Approved structure
	40BA	Optimum budget, financial and asset management	1	Approved Budget
	40BA	Fully capacitated staff and officers	12	Recruit
	40BA	Consistent internal and external communication	1	Website
	40BA	Quality Infrastructure Strategy	1	Strategy
	40BA	Support provided towards the development of Vanuatu's own Quality Infrastructure	2	Policy

Tourism Development – Budget Narrative Update

Department	40	TOURISM DEVELOPMENT (in grey are the items listed in the appropriation)									
Program	Activity	Performance Indicator	Target	Action	Q1	Q2	Q3	Q4	OIC	Status	Comments
To support equitable and sustained growth in the Tourism sector	40AA	Checklist developed for assessing support needs of adventure product and tours	1	1. Designing the Checklist 2. Submission of the Checklist to the DOT senior Executives for review and endorsement 3. Assessments roll out 4. Assessment timetable agreed upon	X	X X			Principal Product Development Officer	Ongoing	- The activity commenced, however, with the disciplinary suspension of the Principal Officer Product Development Officer, it has not progressed further
	40AA	Support program developed and integrated into the Tourism Business Support Program	1	1. Collection of assessment data 2. Assessment data analysis 3. Support program designing 4. Additional support mobilised 5. Drafting of the Support Program 6. Submission of the Support Program to the Director DOT for endorsement		X X X	X X X		Principal Product Development Officer	Complete	- TBSP - TBRP
	40AA	Checklist developed for assessing the needs of cultural product and tours	1	1. Designing of the Checklist 2. Submission of the Checklist to the DOT senior Executives for review and endorsement 3. Assessments roll out 4. Assessment timetable agreed upon	X	X X			Principal Product Development Officer	Not yet started??	
	40AA	Support program developed and integrated into the Tourism Business Support Program	1	1. Collection of assessment data 2. Assessment data analysis 3. Support program designing 4. Additional support mobilised 5. Drafting of the Support Program 6. Submission of the Support Program to the Director DOT for endorsement		X X X X	X X X		Principal Product Development Officer	Complete	
	40AA	Database produced for all registered tourism businesses accessing the Tourism Business Support Program	1	1. Tourism business data collection 2. Database designing 3. Piloting of database access 4. Roll out of the database to selected users	X	X X	X X X		Principal Product Development Officer	Complete	

	40AA	Follow up consultations report to providing assessments of the Tourism Business Support Program	1	1. Consultations logistics mobilisation 2. Procurement of services initiated 3. Procurement of services completed 4. Consultation workshops undertaken 5. Consultation report produced	X X X X X				Principal Product Development Officer	Ongoing	
	40AA	National Agritourism Coordinator has been appointed	1	1. Designing of the Terms of Reference for the NAC 2. NAC 3. Endorsement of the TOR by the Director DOT Advertisement of the position in local media	X X X				Director DOT	Ongoing	Based on instruction from DG MTC and MALFB, the agritourism program including the appointment of the National Agritourism Committee has been transferred to MALFB. Refer to MOU signed between MALFB and Regenerative Vanua in 2024. DG MTC is a member of the National Agritourism Committee.
				4. Selection panel established by the Director 5. Panel Recommendation report submitted to Director DOT 6. Director DOT 7. Successful candidate informed of the panel decision Signing of the Contract between the DOT and the NAC	X X X X	X	X				
	40AA	Amendments to the Agritourism Action Plan have been approved by the Agritourism Committee	1	1. Amendments performed by the DOT 2. Consultations undertaken with stakeholders 3. Comments and recommendations integrated in the revised amended draft Submission of the amended draft to the committee for consideration and endorsement 4. Approval of the amended version 5.	X X X		X		Director DOT	Ongoing	Based on instruction from DG MTC and MALFB, the agritourism program including the appointment of the National Agritourism Committee has been transferred to MALFB. Refer to MOU signed between MALFB and Regenerative Vanua in 2024. DG MTC is a member of the National Agritourism Committee.

	40AA	A research report is published detailing cultural verification of traditional gardening practices and traditional cuisine recipes in each province	1	1. Designing of the research for cultural verification of traditional gardening practices and traditional cuisine recipes in each province 2. Terms of Reference approved by the committee 3. Procurement and budget mobilization for the activity completed 4. Conduction of the research exercise 5. Drafting of the research report 6. Submission of the research report to the committee for consideration and endorsement		X X X X	X X X		Agritourism Officer	Ongoing	Match in report: • Agritourism operators identified (27 across provinces) • Marketing content collected across 4 provinces / islands • Product database development (partially completed in 2025) • Cultural and traditional tourism products documented (e.g., cultural tours, traditional activities)	
	40AA	The published research informs the applications for GIAHS in each province	6	1. Dissemination OF the research report findings 2. Integration of findings in the GIAHS in each province				X X	Agritourism Officer	Ongoing		
	40AA	Traditional cuisine book is developed and ready for publishing TV grade series is developed and on air in Vanuatu and marketed to other countries detailing traditional farming systems, local produce, traditional cuisine, and value-added products for each province	2	1. Traditional cuisine book architecture defined and agreed upon by the DOT and the committee 2. Pre-production meetings for TV Grade series outputs based on the TCB 3. Content collection for the TCB 4. Production of the TCB 5. Editing of the TCB 6. Executive production of the TV series 7. Postproduction of the TV Series 8. Publication of the TCB 9. Diffusion of the TV Series	X	X X X	X X X X X	X	Agritourism Officer	Ongoing		

	40AA	Support program for wellness agritourism home stays developed	1	1. Designing of the support program 2. Consultations with selected stakeholders 3. Consultation report and submissions of recommendation to the DOT and the committee	X	X X X			Agritourism Officer	Ongoing	Match in report: - TBRP supports homestays, guesthouses, and rural tourism businesses - Funding categories include: - Facility improvements - solar systems - marketing - training
		and integrated into the Tourism Business Support Program		4. Endorsement of the support program and dissemination		X	X				
	40AA	Checklist developed for assessing the needs of agribusiness tours Support program developed and integrated into the Tourism Business Support Program	1	1. Agribusiness tour support program checklist 2. designing 3. Checklist approved by the DOT and the Committee 4. Support program’s terms of reference 5. designed and approved by the committee and the DOT Support program developed 7. Consultation workshop on the program conducted Support program consolidated and ready for submission to the Dot and the Committee Validation and approval of the Program by the DOT	X X X X	 X X X	 X X X		Agritourism Officer	Ongoing	Match in report: - Tourism Business Support Program (TBRP) fully active - Product database development ongoing - Funding distributed across provinces
	40AA	Agritourism awareness workshop completed	1	1. Procurement of meeting facility 2. Meeting taking place in Port Vila 3. Awareness workshop outcome document 4. production Awareness report submitted to the Dot and the Committee for endorsement	X X	 X X X			Agritourism Officer	Ongoing	
	40AA	Agritourism value added products developed and registered with VBS	1	1. Agritourism value added product 2. identification and validation Agritourism value added product registration with VBS	X	X			Agritourism Officer	Ongoing	Match in report: - Product database developed (2025 – partially complete) - Marketing content showcasing local products & experiences

												Agritourism operators identified (27 operators)
	40AA	No. of businesses meeting standards Officer and supported as case studies throughout the value chain	5	1. Businesses identification 2. Businesses selection criteria defined 3. Businesses selection 4. Case studies selection 5. Case studies endorsement and publication	X X X		X X			Agritourism Officer	Ongoing	Match in report: 196 TBRP applications received 164 businesses funded - Wide range of tourism product categories supported
	40AA	Import replacement program for tourism developed	1	1. Import replacement program's terms of reference designed and approved by the committee and the DOT 2. Program developed 3. Consultation workshop on the program conducted 4. Consultation workshop on the program conducted 5. Program consolidated and ready for submission to the DOT and the Committee Validation and approval of the Program by the DOT	X X		X X X X			Agritourism Officer	Ongoing	This program has been paused to re-align with MTC's import/export framework with MALFB in 2026.
	40CB	No of Plans and Report produced each year with timely submissions (12 months)	12	1. Produce DOT Quarterly narrative report 2. Produce DOT Quarterly financial report 3. Produce DOT semi-annual report 4. Produce DOT annual report	X X	X X X	X X X	X X X		Director DOT	Complete	
	40BA	No of fully capacitated staff and officers		1. Develop HR Development Plan Section for DOT in the MTC Human 2. Resource Development Plan 3. Consult with DOT Staff on MTC HR 4. Development Plan 5. Submit HR Development for DOT to MTC-HRO 6. In conjunction with MTC-HRO, conduct training needs assessment for selected DOT staff 7. Identify training module available to DOT staff and officers consistent with directive provided by PSC/VIPAM Register selected DOT staff and officers to training facilities Conduct training for selected DOT Staff and Officers	X	X X X X	X X X	X X X	X	Director DOT	Complete	

				monitoring and evaluation, including clear asset management practices								
				17. Submit the asset management plan to the MTC Executive Meeting for consideration 18. Submit the asset management plan to DG for endorsement 19. Submit the asset management plan to the asset unit of the MFEM for information 20. Establish an asset evaluation grid with clear schedules 21. Perform asset evaluation consistent with the schedule and grid listed under point 1 above 22. Consistent with the provision of the MTC asset management plan, produce semi-annual and annual asset reports to the Office of the DG, the PSC and the asset unit of the MFEM			X				Complete	
	40CA	Consistent internal and external communication		1. Consistent with CSU's MTC Communication strategy development, produce DOT's own communication strategy 2. Submit communication strategy to CSU for consideration and validation 3. Integrate DOT communication strategy in the overall MTC communication strategy	X	X	X	X		Director DOT	Complete	
	40BA	No. of registered ECSA and CCA having a Sustainable Tourism Management Plan	5	1. Define and provide the guidelines to develop a STMP 2. Identify the type of support required to stakeholders to develop their STMP 3. Support Stakeholders in developing their STMP 4. Report on STMP production by stakeholders to Director DOT	X	X	X	X		Director DOT	Complete	Every-time a tourism operator fills out the tourism permit form they are given Vanuatu Code of Conduct for Tourism Operators to read, understand and sign off. Code of Conduct
	40BA	Happiness Index Survey has been adapted to suit Vanuatu context and is applied in every Province	1	1. Stock-take of the HIS content and its relevance and suitability for Vanuatu 2. Assessment results presented to Director DOT for consideration 3. Way forward identified with clear roadmap laid out by DOT 4. Adaptation works undertaken by DOT and partners on the matter	X	X	X	X	X	Director DOT	Complete	HEADLINE STYLE

	40BA	Responsible Visitor to Vanuatu campaign has been updated and ready to launch	1	1. Stock-take of the existing RVVC performed 2. Initiate the campaign update 3. Update finalised and submitted to Director 4. DOT for endorsement Launch of the updated campaign	X	X X	X		Director DOT	Complete	
	40BA	Sustainable Waste Management Plan is completed, piloted and ready to launch	1	1. Scope of the plan is performed 2. Responsibilities are allocated to relevant individuals 3. Resources to develop the plan are mobilised 4. Plan is drafted 5. Plan is submitted to Director DOT for endorsement 6. Director DOT to submit the Plan to the MTC Senior Executives for consideration 7. Plan is launched	X X X	X X X	X		Director DOT	Complete	DOT039 DoT Vanuatu Sustainable Tourism Strategy.indd
	40BA	Climate risk assessment for tourism is undertaken in all provinces	1	1. Hold coordination meetings with VANKIRAP to pursue the implementation of this activity 2. Mobilise the resources to implement the activity 3. Hold a debrief workshop with provincial officers 4. Define the appropriate scope of intervention under this activity	X X X	X X			VANKIRAP	Complete	Vanuatu Introduces Innovative Climate Risk Assessment Framework for Tourism Sector Pacific Environment Projects - Vanuatu's Rapid Climate Risk Framework Beca VanKIRAP-Tourism-Case-Study-Reissue-Report.pdf
		Results inform all future tourism development and is made publicly available		5. Allocate execution responsibilities 6. Conduct the assessments in each province 7. Produce the draft reports (1 per province) 8. Submit the reports to Director DOT for consideration and endorsement 9. Director DOT to submit the reports to MTC Senior Executives for consideration and recommendations 10. Plan is formally endorsed by DOT and disseminated		X X	X X X X	X		Complete	Vanuatu Climate Futures Portal

	40BA	Risk reduction, crisis management and emergency response plan for tourism is completed, piloted and launched Procedures and resources have been established for implementing the plan and it is regularly updated The needs of visitors have been identified and addressed in the delivery of security and health services, including SBO	1	1. Scope of the plan is performed 2. Responsibilities are allocated to relevant individuals 3. Resources to develop the plan are mobilised 4. Plan and its relevant procedures is drafted 5. Plan is submitted to Director DOT for endorsement 6. Director DOT to submit the Plan to the MTC Senior Executives for consideration 7. Plan is piloted with the contribution of selected stakeholders 8. Plan is launched	X X X	X X X	X X X	X X X	Director DOT	Not Yet started???	
	40BA	The Conservation Ranger Guide Program and governance structure has been developed Mechanisms have been developed to ensure sustainable financing of the program		1. Scope of the program is performed 2. Responsibilities are allocated to relevant individuals 3. Resources to develop the program are mobilised 4. Program is drafted 5. Program is submitted to Director DOT for endorsement 6. Director DOT to submit the program to the MTC Senior Executives for consideration 7. Program is launched	X X X	X X X	X X X	X X X	Director DOT	Not yet started	
	40BA	All registered ECSA's and CCA's are receiving support from the Sustainable		1. Once the fund is established, define the fiduciary (trustee functions, etc.) and the selection process 2. Define the eligibility criteria for the Fund's beneficiaries 3. Identify the windows of application	X X X	X X X	X X X	X X X	Director DOT	Not yet started	
		Tourism Support Fund to develop trails, trekking, camping infrastructure and interpretative signage		4. Establish the selection panel(s) 5. First roll out of funding 6. M&E of the Fund to be integrated in the DOT's M&E Framework	X X X	X X X	X X X	X X X		Not yet started	

	40BA	ECSA and CCA maps have been incorporated into all tourism planning and development projects		1. Initiate incorporation 2. Follow-up for consistency	X X	X	X	X	Director DOT	Not yet started	
	40AA, AB, AC, AJ, AN	No of Sustainable Tourism Provincial Management Plans	6	1. Scope of the plans is performed 2. Responsibilities are allocated to relevant individuals 3. Resources to develop the plan are mobilised 4. Plans are drafted 5. Plans are submitted to Director DOT for endorsement 6. Director DOT to submit the Plans to the MTC Senior Executives for consideration Plans are launched	X X X	X X X		X	Director DOT	Complete	
	40AA, AB, AC, AJ, AN	Percentage implementation of the responsible visitor to Vanuatu Programme with the Department of Immigration	30	1. Implement the RVVP according to its implementation matrix	X	X	X		Director DOT	Complete	Tourism - Vanuatu Skills Partnership
	40AA, AB, AC, AJ, AN	Strengthen PEA and EIA for all tourism applications prior to the signing of leases through amendments to the Foreshore Development Act and EPC Act	1	1. Information packages designed for dissemination 2. Target groups identified 3. Information campaign planned 4. Information campaign launched and conducted	X	X X	X	X	Director DOT	Not yet started	2026 Priorities
	40AA, AB, AC, AJ, AN	No training of the Sustainable Tourism Council members on their roles in promoting sustainable tourism and enforcing standards under the revised Tourism Council Act	1	1. Identify target groups 2. Determine the training timetables 3. Procure training venue and TA if applicable 4. Procure for other logistical expenditure incurred 5. Finalise training material 6. Conduct training 7. Produce training reports to be included in DOT reporting framework outputs	X	X	X	X	Director DOT	Not yet started	We have repurposed the budget to complete the election of TAFEA Tourism Council, Malampa Tourism Council and TORBA Tourism Council, including set-up of 3 Sub-Tourism Association in Santo, ahead of the election of the SANMA Tourism Council.
	40AN	National Cruise Tourism Management Committee endorsed by COM and members appointed	1	1. NCTM TOR designed by DOT 2. NCTM TOR submitted to DG for endorsement and submission to 3. DCO/COM COM Endorsement	X X X				Cruise Tourism Officer	Complete	Match in report: National Cruise Tourism Management Committee meetings

												Committee met only once; should convene quarterly
40AN	Formal commercial agreement between cruise companies and Vanuatu Government	1	- Round table discussions with the parties - Negotiations over the terms of the arrangements - Review of the terms by the DOT and the MTC Executives - Submission to SLO and MFEM for advice and consideration - Final workshop on agreement with all directly and indirectly involved parties - Submission to DCO/COM for Approval		X X X	X X X		Cruise Tourism Officer	2026 Priorities	Match in report: - Transition of P&O Cruises into Carnival Cruise Lines (stakeholder session) - General stakeholder engagement & industry coordination		
40AN	DoT to discuss with PVMC, MIPU and P&M before presenting an independent professional port management concept		- Design independent professional port management concept - Organise round table discussions either bilaterally or multilaterally with the selected entities - Consolidate outcomes of discussions and present to Director DOT for consideration - Endorsement of outcomes by all parties concerned		X X X			Cruise Tourism Officer	Not Responsible	This is under the Responsibility of MIPU Match in report: Strong infrastructure and operational issues identified Need for government-owned barge Traffic management issues Scoping and infrastructure planning ongoing		
40AN	Feasibility study on Lelepa Island Cruise Project to be completed	1	- Design the feasibility study structure - Mobilise the resources to conduct the study - Conduct the study on Lelepa - Conduct a workshop presenting the results of the study - Agree on a way forward and recommendations/actions to be implemented		X X X X			Cruise Tourism Officer	Postpone	Postpone until further notice However: Draft EIA Report was done		
40AN	Business Plan presented to COM for a Boutique Interisland Cruise	1	- Scope the concept for a Boutique Interisland Cruise - Define the strategic orientations for a BIC - Mobilise the resources and allocate responsibilities to draft the Business Plan - Draft Business Plan to be presented to Director DOT and subsequently to MTC Senior Executives for endorsement - Submission to the COM for approval	X X	X X X			Cruise Tourism Officer	Completed	Note: This is during Former Director, Jerry Spooner – We did a feasibility study done We’ve done a report		

	40AN	Environmental and social carrying capacity evaluations completed and incorporated in all Port of Calls Management Plans	6	1. Evaluations forms developed 2. Evaluations activity planned and sequenced as approved by Director DOT 3. Completed evaluations consolidated and endorsed by Director DOT 4. Recommendations arising from evaluations integrated in all 6 PCMPs	X X	X	X		Cruise Tourism Officer	Not Yet Started	Note: We do not currently have 6 port of call. We only have 3 with Port Vila temporary facility (Luganville, Port Vila and Mystery Island) Match in report: • Infrastructure assessments and site reviews ongoing • Compliance / operational issues at ports (Mystery Island, Ambrym, etc.)
	40AC	No of registered tourism businesses that meet criteria have access to financial support to finance transition to renewable energy and climate adaptation	70%	1. Identify tourism business to be included under this activity 2. Define the criteria relevant to the activity 3. Identify and mobilise the funding support required under the activity 4. Select businesses eligible to benefit from the support 5. Award support to selected businesses	X X X	X X X			Principal Investment Officer	Complete	• 17 operators accessed solar energy systems Additional: • 41 operators supported through product facility improvement • ~54 businesses supported including green energy + infrastructure
	40AC	No of hotels informed and handed with RE and EE guidelines	100%	1. Identification of Hotels 2. Reach out to hotels 3. Handing of RE and EE guidelines 4. Follow-up	X X X	X X X	X	X	Principal Investment Officer	Not Yet Started	Match in report: - Green energy implementation activities
	40AC	Sustainable Tourism Support Fund established and functional and managed by a formalised committee	1	1. Scoping of the Fund 2. Designing of the Fund's governance arrangements 3. Development of a policy and legal framework for the fund (institutionalisation) 4. Define the TOR for a managing committee or Board of Directors of the Fund 5. Define the TOR for the executive management of the Fund 6. 7. 8. 9.	X	X X X X X	X X X		Principal Investment Officer	Not yet Started	

				Define eligibility criteria for beneficiaries (or recipients) Identify the Fund's operational framework Get relevant approvals from MTC, DCO/COM and possibly Parliament Roll out of the Fund				X			
	40AC	Sustainable infrastructure Scheme developed and under implementation	10	1. Designing of the scheme 2. Consultations with selected stakeholders 3. Consultation report and submissions of recommendation to the Director DOT 4. Endorsement of the scheme and roll out	X	X X X	X	X	Principal Investment Officer	Not yet started	Match in report: Infrastructure development projects: - Tanna Blue Cave Road & Jetty - Champagne Beach Jetty & ablution block - Facility improvement support to 41+ operators - Hazard risk assessments conducted (22 products)
	40AC	Tourism Business Support Program completed, piloted and rolled out in all provinces	1	5. Designing of the program 6. Consultations with selected stakeholders 7. Consultation report and submissions of recommendation to the DOT and the committee 8. Endorsement of the program and roll out	X	X X X	X	X	Principal Investment Officer	Completed	Match in report: - Product Facility Improvement: 41 operators supported - Green energy + facility support combined (~54 businesses) - Support to new investors (25 businesses)
	40AM	No of meetings of Tourism Councils in line with Tourism Act	1	1. Develop TC Agendas 2. Review of TC Outcomes from previous TC 3. Request submission of agenda items from TC members 4. members 5. Send invitations out to participants including observers 6. Prepare the logistics to conduct TC meetings Procure for the Venue hiring for the TC meetings	X	X	X	X	Director DOT		

	40AA	Agritourism program to strengthen the linkages between rural small holders and tourism business	1	1. Designing of the program 2. Consultations with selected stakeholders 3. Consultation report and submissions of recommendation to the DOT and the committee 4. Endorsement of the program and dissemination	X	X X X X			Agritourism Officer	Ongoing	• Value chain relevance highlighted indirectly: • Agritourism operators across provinces • Marketing of local products and experiences • Value chain strengthening identified as a need (implicit through TBRP + product categories)
	40BA	No of M&E exercises of program outputs in line with the VSTP and NSDP	2	1. Monitoring on-going in 2025	X	X	X	X	Director DOT		
	40AK	Tourism industry rating system in place and operational	1	1. Define the scope of the tourism industry rating system and identify possible parallel with existing systems in other jurisdictions 2. Conduct desk review and research on the matter 3. Adapt a formatted system applicable to the Vanuatu context 4. Produce a proposed system 5. Submit the proposed system to Director DOT for endorsement 6. Director to define the legal and policy requirement for the implementation of such system 7. Director DOT to submit the proposed system to the MTC Senior Executives for considerations and comments 8. Upon formal endorsement, pursue the implementation of the such system	X X	X X X	X	X	Principal Accreditation Officer	Ongoing	The review of the Vanuatu Tourism Accreditation Framework, which includes the proposed rating, was completed in 2025. It is yet to be operational, as it requires amendment to the Tourism Council Act. The bill drafting is ongoing with OAG. It should be completed in 2026.
	40AK	No of CIP operational and monitored	1	1. Monitoring activity on-going	X	X	X	X	Principal Accreditation Officer	Not yet Started	
	40AK	A voluntary certification program for tourism has been developed that meets GSTC standards	1	1. Designing of the program 2. Consultations with selected stakeholders 3. Consultation report and submissions of recommendation to the DOT and the committee 4.	X	X X X X			Principal Accreditation Officer	Not yet Started	

				Endorsement of the program and dissemination								
	40AK	All registered tourism businesses operating in ECSA's and CCA's have signed the Code of Conduct	100	1. Code of Conduct are designed, produced and endorsed by Director DOT Awareness campaigns are conducted to inform the stakeholders on the content and purpose of the Code of Conduct 2. Code of Conducts are disseminated to and formally signed by the relevant stakeholders	X	X X X	X			Principal Accreditation Officer	Complete	
	40AK	GSTC standards have been incorporated into the minimum Tourism Standards. Priority in Sustainable waste and water management requirements	100	1. Incorporation of GSTC standards in the Minimum Tourism Standards completed		X				Principal Accreditation Officer	Not Yet Started	
	40AK	A 3 rd party organisation has been contracted with trained auditors that meet DoT criteria and are registered with VBS	1	1. TOR with defined scope of intervention for this activity is produced and endorsed by 2. Director DOT 3. Selection criteria are identified and agreed upon 4. Right procurement process is identified and approved by Director DOT and DG MTC 5. Procurement is performed 6. Mobilisation of 3 rd Party Audit exercises are performed	X X X	X X X	X	X		Principal Accreditation Officer	Not Yet Started	
		40% of tourism businesses in SHEFA have been audited									Complete	
	40AK	Tourism Standards Program registered with the VBS	1	1. Designing of the program 2. Consultations with selected stakeholders 3. Consultation report and submissions of recommendation to the DOT and the committee 4. Endorsement of the program and dissemination 5. Program registration with VBS	X	X X X X	X			Principal Accreditation Officer	Complete	

	40AK	Holiday rental guide produced New category has been developed specifically for holiday rentals in the Tourism Standards	Accrei1	1. Identify the scope of the holiday rental guide 2. Design the holiday rental guide 3. Generate and register a new category for holiday rentals 4. Produce the holiday rental guide 5. Endorsement of the guide by the Director DOT 6. Launching of the guide	X X X X	X X X			Principal Accreditation Officer	Not yet started	
	40AJ	No of outer Island Programme under implementation;	6	Monitoring of Outer Island Programme on-going	X	X	X	X	Principal Outer Island Officer	Ongoing	
	40AJ	No of extension offices fully operational	50	1. Perform a thorough logistical and capacity needs assessment for each provincial extension office 2. Based on the reports, develop adaptive responses strategies to be formulated under a strategic development plan for these offices 3. Proceed with a formal budget formulation to sustain this activity 4. Submit to the MTC Executive Meeting for consideration and comments 5. Submit to the DG MTC for endorsement and submission to DCO and COM 6. Finalise the required appropriation for this activity 7. Implement the activity 8. Establish proper M&E mechanisms for the activity to be integrated in DOI M&E Framework	X	X X X X	X X	X	Principal Outer Island Officer	Ongoing	
	40AJ	Provincial Tourism Action Plans launched	6	8. Scope of the plans is performed 9. Responsibilities are allocated to relevant individuals 10. Resources to develop the plan are mobilised 11. Plans are drafted 12. Plans are submitted to Director DOT for endorsement 13. Director DOT to submit the Plans to the MTC Senior Executives for consideration 14. Plans are launched	X X X	X X X	X		Principal Outer Island Officer	Complete	

	40AJ	Provincial Tourism Officers quarterly reports on the implementation of the Provincial Tourism Plans	6	1. Provincial Officers quarterly report produced	X	X	X	X	Principal Outer Island Officer	Complete	
	40AJ	Air, Sea and Land Tourism Connectivity Plans for each province completed	6	1. Scope of the plans is performed 2. Responsibilities are allocated to relevant individuals 3. Resources to develop the plan are mobilised 4. Plans are drafted 5. Plans are submitted to Director DOT for endorsement 6. Director DOT to submit the Plans to the MTC Senior Executives for consideration Plans are launched	X X X	X X X		X	Principal Outer Island Officer	Ongoing	
	40AJ	Provincial Tourism Cultural and Information Centre Hubs completed	6	1. Hubs design approved by DOT 2. Procurement of goods, services and construction works initiated 3. Procurement process completed 4. Execution of listed actions to establish the hubs 5. Launching of the hubs	X X	X X X			Principal Outer Island Officer		Not our responsibility – it is the responsibility for DOI and VKS

MTH – National Standards Development

Service Targets - Budget Narrative

There is an error in the input for this Budget Cost centre. The heading of this program was labelled as “Aid-for Trade Coordination”. This also affects the labelling for the activity codes.

Budget Code	Activity Code	Performance Measure Description	Quantity	Unit of Measure
MTHA (Trade Development Division Support Services)		Planning and reporting exercises performed each year with timely submissions	1	Report
		Improved VBS institutional structure	1	Approved structure
		Optimum budget, financial and asset management	1	Approved Budget
		Fully capacitated staff and officers	12	Recruit
		Consistent internal and external communication	1	Website
		Quality Infrastructure Strategy	1	Strategy
		Support provided towards the development of Vanuatu's own Quality Infrastructure	2	Policy
MTHB (Trade Development Division Support Services)		Standards and Certification processes identified, communicated, with relevant training developed for key stakeholders	1	Standard Operating Procedure
		Training to selected stakeholders provided	15	Trainings
		Inspection process and procedures strengthened	1	Inspection
		Increased number of certified private sector actors	2	Certified private sector actor
		Regulation for standards functions be centralized under the VBS	1	Regulation
MTHC		Laboratory Facility construction initiated	5	Percentage

(Trade Development Division Policy)		Laboratory Facility architectural and engineering study	1	Study
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National Standard Development – Budget Narrative Update

	92	NATIONAL STANDARDS DEVELOPMENT							Annual Plan 2025		
Program	Activity	Performance Indicator	Target	Action	Q1	Q2	Q3	Q4	OIC	Status	Comment
ADMINISTRATION AND FINANCE	92AA	Planning and reporting exercises performed each year with timely submissions	1	1. Submit previous year AR	✓				CEO	Completed	
				2. Complete and submit current year BP	✓					Completed	
				3. Complete and submit QR	✓	✓	✓	✓		Completed	
	92AA	Optimum budget, financial and asset management	1	1. Prepare and submit cashflow plan for current year activities		✓			Finance officer	Completed	
			1	2. Prepare 2026 Budget for VBS Board approval		✓				Completed	
			4	3. Organise all asset files for VBS offices		✓	✓		Finance Officer	Completed	

			1	4. Purchase two new office vehicles		✓				Ongoing	Santo Vehicle to be purchased in 2026
			8	5. Prepare severance calculations for payouts for staff whose contracts will end this year		✓	✓	✓		Completed	
			1	6. Prepare all financials for Auditing		✓	✓			Completed	
			1	7. Draft VBS Asset Management procedures			✓			Completed	
			1	8. Draft VBS finance procedures in line with MFEM Act		✓				Completed	
			16	9. Provide monthly and quarterly financial reports	✓	✓	✓	✓		Completed	
			1	10. Adopt MFEM procurement procedures			✓	✓		Completed	
	92AA	Fully capacitate staff and officers	1	1. Train staff on finance processes		✓			Finance officer	Completed	
			1	2. Organise internal staff training activities		✓	✓	✓	CEO	Completed	

			4	3. Participate in regional and international training		✓	✓	✓	CEO	Completed	
			4	4. Participate in local workshops	✓	✓	✓	✓	CEO	Completed	
92AA	Regional and online meetings	10		1. Participate in online regional meetings for ISO, PQI, PASC, Trade Facilitation etc.	✓	✓	✓	✓	CEO	Completed	
	FTF meetings	10		2. Participate in face-to face meetings related to quality, trade facilitation, PACER Plus, PPWG, NTDC.					CEO	Completed	
92AA	National Quality Infrastructure Policy	1		1. Launch the NQIP		✓			Admin	Completed	
				2. Develop National Standardization Strategy		✓	✓		Admin	Completed	
92AA	Bureau of Standards Act amended	1		1. Finalise Bureau of Standards Act amendments		✓	✓		VBS Board Admin	Completed	
92AA	VBS Restructure	1		1. Restructure VBS		✓	✓		Admin, Ministry HRO	Ongoing	

	92AA	Virus free computers	1	1. Conduct annual virus scan on computers.				✓	Finance officer	Completed	
Department	92	NATIONAL STANDARDS DEVELOPMENT							Annual Plan 2025		
Program	Activity	Performance Indicator	Target	Action	Q1	Q2	Q3	Q4	OIC	Status	Comment
STANDARDS & CERTIFICATION	92BA	Advocacy and awareness materials developed	5	1. Develop materials targeted for Policy Makers					SRO	Completed	
				2. Develop materials for Industries/businesses.					SDO	Completed	
				3. Develop materials for the public.		✓			INTERN	Completed	
				4. Organize and conduct awareness sessions to specific groups.					MANAGER	Completed	
	92BA	National Standards developed	2	1. Commence development of specific national standards	✓	✓	✓		Manager SRO SDO	Completed	
				2. Establish and coordinate technical and mirror committees.			✓		Manager SRO SDO	Completed	

				3. Develop community bylaws and standards on cybersecurity and digital transformation.				✓	SRO SDO Intern	Completed	
				4. Facilitate the purchase and adoption of specific international Standards				✓	Manager Finance Officer	Completed	
	Standards Catalogue updated and maintained	1	1. Collaborate with stakeholders to update and maintain the National Standards Catalogue System	✓	✓	✓	✓		SRO Intern	Completed	
			2. Record weekly ISO Standards into the VBS ISO/IEC Excel database	✓	✓	✓	✓		Intern	Completed	
	Reports on PISC meetings attended	4	1. Participate in the Pacific Islands Standards Committee	✓	✓	✓	✓		Manager	Completed	
			2. Participate in specific Technical Committees under the PQI program.	✓	✓	✓	✓		SRO, Manager	Completed	
			3. Undertake and participate in Quality related activities.	✓	✓	✓	✓		SDO, SRO,	Completed	

									Manag er		
		Report on Codex meeting	4	1. Participate in relevant International Codex Meetings	✓	✓	✓		Manag er	Completed	
				2. Participate in finalizing the Methods of Analysis for the Regional Kava Standard.	✓	✓	✓	✓	Manag er	Completed	
	92BA	Certificatio n Registry updated and maintaine d	1	1. Update and maintain a certification registration database.	✓	✓	✓	✓	Intern	Completed	
				2. Update and maintain a Database on Certifying Bodies or Agencies.	✓	✓	✓	✓	Intern	Completed	
	92BA	Standard Mark criteria and requireme nts manual	1	1. Design and develop Standards Mark criteria, elements and requirements in collaboration with relevant stakeholders.				✓	Manag er SRO	Completed	
	92BA	Root crop Quality Technical	1	1. Conduct Technical Follow- up visits to specific previous participants of the Root	✓	✓	✓		Manag er SRO	Completed	

		follow-up visits		Crops/local crops Quality Trainings.								
	92BA	Coastal Fisheries follow-up visits	1	1. Conduct Follow-Up Visits to previous participants of the Coastal fisheries Quality trainings.	✓	✓			Inspector	Completed		
	92BA	QA assistance provided	1	1. Provide relevant QA assistance to stakeholders.				✓	SRO, Intern, SDO, Manager	Completed		
	92BA	Inspection processes and procedures manual	1	1. Finalize Inspection Procedures and Processes.	✓				Inspector	Completed		
				2. Conduct Training of Inspectors on Procedures and Processes.		✓				Completed		
				3. Finalize inspection SOP for copra, cocoa, fresh ginger and crude coconut oil.		✓				Completed		
	92BA	Inspection data system	1	1. Finalize inspection data system	✓				Inspector	Completed		
				2. Conduct training for inspectors		✓				Completed		

				3. Conduct training for relevant stakeholders	✓					Completed	
	92BA	Number of commodity inspections conducted	5	1. Develop Inspection checklist for main commodities	✓					Completed	
				2. Develop inspection sampling protocol for the main	✓	✓	✓		Inspect or	Completed	
				3. Conduct relevant commodities inspection as required	✓	✓	✓				
	92BA	Inspection network established	1	1. Create database on Inspection bodies.	✓					Completed	
				2. Organize and convene initial meeting	✓				Inspect or	Completed	
				3. Conduct regular meetings (VBS to facilitate and act as secretariat)	✓	✓	✓			Completed	
Department	92	NATIONAL STANDARDS DEVELOPMENT							Annual Plan 2025	Laboratory Testing Division	
Program	Activity	Performance Indicator	Target	Action	Q1	Q2	Q3	Q4	OIC	Status	Comment

Testing	92CA	Laboratory accredited	1	1. Conduct Interlaboratory trials	✓	✓	✓	✓	Lab Staff	Completed	
				2. Conduct proficiency testing trials		✓	✓	✓		Completed	
				3. Maintain calibration records		✓	✓	✓		Completed	
				4. Review and update SOPs		✓	✓	✓		Completed	
				5. Conduct Internal audit			✓			Completed	
	92CA	Metrology laboratory	1	1. Construct Metrology laboratory		✓	✓		Inspector	Completed	
				2. Equip metrology laboratory		✓			Inspector	Completed	
	92CA	Research published	2	1. Provide research support for private sector	✓	✓	✓	✓	Lab staff	Completed	
	92CA	Research report	1	2. Conduct Nutrient Profiling Research		✓	✓	✓	Lab staff and admin	Completed	
	92CA	Lab Staff upskilled	5	1. Participate in IAEA sponsored training		✓	✓	✓	lab staff	Completed	
				2. Participate in workshops and other trainings		✓	✓	✓		Completed	

Department	92	NATIONAL STANDARDS DEVELOPMENT							Annual Plan 2025		Provincial Division
Program	Activity	Performance Indicator	Target	Action	Q1	Q2	Q3	Q4	OIC	Status	Comment
Provincial division	92DE	Penama office established	1	Establish VBS office in Penama		✓			Manager Province	Ongoing	Site inspection has already been carried out
	92DE	Santo office vehicle	1	Purchase vehicle for Santo office	✓				Manager Province	Ongoing	Vehicle to be purchased in 2026
	92DE	Smart Stream access	1	Grant access to Smart stream		✓			Manager Province	Not yet started	
	92DE	Staff trained	5	Organise training in: a. Quality assurance (HACCP) b. Training of trainers c. Basic computer skills d. Lab accreditation		✓	✓		Manager Province	Completed	
	92DE	Staff Recruited	1	Recruit Admin Finance officer for Santo Office		✓			Manager Province	Not Yet started	

			1	Recruit Admin-Finance officer for Penama Office	✓				Manager Province	Not Yet started	
			2	Recruit laboratory support staff	✓				Manager Province	Completed	
	92DE	Brochures and Awareness material	500	Print Brochures, posters and awareness materials	✓	✓			Manager Province	Completed	
		VBS awareness activity	4	Participate in collaborative public events to promote quality and increase public awareness	✓	✓	✓	✓	Manager Province	Completed	
		Partnership Agreement signed	1	Sign partnership agreement with Skills Partnership Malampa			✓		Manager Province	Completed	
	Training workshops		2	1. Conduct Coastal Fisheries quality training					Manager Province	Completed	
			2	2. Conduct virgin coconut oil processing						Completed	
			2	3. Conduct cocoa quality training						Completed	

			3	4. Conduct Kava quality training		✓	✓			Completed	
			2	5. Conduct Food safety training for food vendors			✓			Completed	
	92DE	Technical follow-ups	2	1. Conduct follow-up visits to VCO processors in Malekula			✓		Manager Province	Completed	
			4	2. Conduct follow-up visits to food facilities for quality assurance		✓				Completed	
	92DE	Awareness meeting with Provincial TAC	4	1. Participate in Provincial TAC meetings to advocate for standards	✓	✓	✓	✓	Manager Province	Completed	
		Inspection s strengthened	10	1. Develop an Inspection SOP		✓			Manager Province	Completed	
			2	2. Purchase moisture meters for Malekula office		✓				Completed	
		Copra Regulation	1	1. Develop a Copra Regulation			✓		Manager Province	Completed	
		Inspection Regulation	1	1. Develop an Inspection Regulation			✓		Province	Completed	
		Santo laboratory	1	1. Completion of Santo Laboratory renovation	✓				Manager	Completed	

				2. Equip Santo Laboratory with testing machines	✓					Province	Completed	
				3. Launching of Santo laboratory		✓					Completed	
				4. Identify quality tests		✓					Completed	

MTI – Intellectual Property Development and Protection

Service Targets - Budget Narrative

Budget Code	Activity Code	Performance Measure Description	Quantity	Unit of Measure
MTIA (Admin Support Services)	93AA	Planning and reporting exercises performed each year with timely submissions (Monthly Report)	12	Report
	93AA	Fully capacitated staff and officers	10	officers
	93AA	Improved VanIPO institutional structure	1	Approved structure
	93AA	Optimum budget, financial and asset management	1	Approved Budget

MTIB (Patent, Trademark, Copyright Registration Services)	93BA	Enhanced IP registration services provided to stakeholders;	200	Register IP
	93BA	Improved and strengthened IP legal framework	3	IP laws
MTIC (Policy & Legislative Development & Implementation)	93CA	IP Treaties and Conventions	7	IP Conventions ratified
	93CA	Vanuatu Copyright Management Society Act enforced	1	VCM Implemented
	93CA	National IP Policy developed and under Implementation	1	IP National Policy

Intellectual Property Development – Budget Narrative Update

Department	93	INTELLECTUAL PROPERTY DEVELOPMENT								Annual Report 2024	
Program	Activity	Performance Indicator	Target	Action	Q1	Q2	Q3	Q4	OIC	Status	Comments
	93CA	GI Act gazetted	1	Liaise with SLO Office for completion of first draft of bill.						Ongoing	• Undertaking

Policy and Legislative Development			Conduct validation workshop with relevant stakeholders								drafting stage with OAG.	
			Draft project proposal to seeking funding for a TA to work on Book of Specification								• Completed	
			Bill to be table in Parliament by Minister in Parliament.								• Discussion with WIPO now to Hire GI Consultant.	
	That the bill for ratification of Madrid & PCT is passed by Parliament	2	Conduct feasibility study on Benefits of acceding to these two treaties.							Ongoing	• WIPO complete feasibility study • Consultation completed. On the progress on preparing COM paper..	
			Conduct Consultation with relevant Stakeholders, and Draft COM Paper.									
			Ratification bill to be table in Parliament by Minister.									
	A new IP strategic Plan launched by Minister.	1	Draft a project proposal to seeking TA funding to review IP Strategic Plan							Completed		
			Advertisement of TA & Recruitment							Completed		
			Assist TA on consultation and drafting									
	Vanuatu Copyright Management	1	Ensure the Administrative system is in place.								• Capacity building completed.	

		Assisted Registrar in Policy matters		Continuous Advice and correspondence to IP clients and IP Agents						Complete	
		Increased awareness		Capitalize on some events organize by relevant stakeholders						Completed	
				Visits to industrial partners, sights visit to clients and schools						Ongoing	
				Daily post						Completed	
				Collaborate with DOI						Complete	
				Produce awareness materials. Develop more efficient awareness program, workshop...						Complete	
				Reach artists from every creative sector						Completed	

		Society established										Now working on establishment of board, contract, and tariff structure
		A new Structure under a new Legislation.	1	Work on new Organizational and administrative restructure and Legislative Framework of VanIPO.						Completed	VanIPO is a unit under CSU of MTC and as such endorse and sign off by DG MTC	
				Liaise with PSC and relevant government agencies to seek approval						Completed		
		Trademarks, Patents, Designs and Copyright are registered.		Daily routine task of reviewing applications and process applicable output to each application.	X	X	X	X		Completed		
		VanIPO contributes to important public policy discussions.		Daily routine task in contributing to Exec. NDTC and MBC meeting	X	X	X	X		Completed		
		IPR Cases are successfully prosecuted in Court		Daily routine task of participate, supervise and drafting of IPR Criminal charges, and compliance activities	X	X	X	X		Ongoing	One case was dismissed in Court.	
		Staffs received the necessary required trainings.		Liaise with Staffs to identify their weakness and negotiate to find training opportunities.	X	X	X	X		Completed	Training provided onsite and virtually by WIPO and Japan Patent Office.	
				Apply for WIPO scholarships.						Completed	Registrar Sam Did Masters in IP	

Patents & Designs	93BA		Patent Registration Services						Completed	
		Processed number of application & revenue generated	Design Registration Services						Completed	
		Processed Infringement & Enforcement							Ongoing	
		Increased Capacity Building	Virtual trainings						Completed	
			Online DL Training						Completed	
			Face to Face Training						Completed	
		Assisted Registrar in Policy matters.	Attending Meetings, Consultations, Review MOU						Complete	
			Continuous Advice and correspondence to IP clients and IP Agents						Ongoing	
		Assisted Registrar in Policy matters.	Continuous Advice and correspondence to IP clients and IP Agents						Complete	
		Processed application digitally	Copyright information transfer to Database						Ongoing	
		Increased awareness	Capitalize on some events organize by relevant stakeholders						Completed	

			Visits to industrial partners, sights visit to clients and schools						Complete	
			Daily post						Completed	
			Collaborate with DOI						Complete	
			Produce awareness materials. Develop more efficient awareness program, workshop...						Complete	
			Reach artists from every creative sector						Completed	
Vanuatu Copyright Management Organization	93BA	Increased Capacity Building	Virtual Meetings						Completed	- Virtual meeting with WIPO introducing VANIPO plan to establish the Vanuatu copyright management society with rep from CISAC / IFPI / SCAPR / FMI - Virtual Workshop on Korea Copyright

												System in Support of Creative Startup Companies
												• Virtual Workshop on Raising Awareness of the Importance of Copyright for Fostering Creativity among Youth for a Better Future
				WIPO academy's Distance learning Courses						Completed		•DL501 Collective management of copyright and related rights for legal practitioners •DL502 Collective management of copyright and related rights for right holder's •DL503 Collective management of copyright and related rights for CMO's Documentation: •Copyright collective management in

												music by Dr Ulrich Uchtenhagen
												•WIPO toolkit for CMO • Virtual National Workshop on Copyright and Music Festivals
				Face to Face Meetings, Trainings							Completed	• Meeting with Alain Lecante – mangrove studio New Caledonia • Meeting DOI and music industry stakeholders to setup Advisory Board for music in education policy – music courses in tertiary and music curriculum. • Music and Value in Melanesia workshop in Macquarie University - Australia
		Increased awareness		Capitalize on some events organize by relevant stakeholders							Completed	PS Day Vanuatu Made show Fest' Napuan

												• Awareness during the World Youth Day at the VIT
				Visits to industrial partners, sights visit to clients and schools						Ongoing		
				Daily post						Completed		
				Collaborate with DOI						Ongoing		
				Produce awareness materials. Develop more efficient awareness program, workshop...						Ongoing		
				Continuous Advice and correspondence to artist						Ongoing		
				Reach artists from every creative sector						Completed		
Administration & Finance	93AA	Electronic processed of application in IPAS		Continue monitor each process done by Patent. Check office Templates issuance. Re-arrangement of layouts and mail merge							Ongoing	
				Test Design Workflow and import to for production						Not yet started	Awaiting completion of trademark data entry in IPAS Cloud	

				Liaise with WIPO Technical Support team for WIPO File						Ongoing	20+ Virtual meetings and trainings conducted. Final deployment pending VanIPO Bill for dedicated bank account.
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MTJ – Cooperatives Development

Service Targets - Budget Narrative

Budget Code	Activity Code	Performance Measure Description	Quantity	Unit of Measure
MTJA (Admin Support Services)	94AA	Planning and reporting exercises performed each year with timely submissions	1	Report
	94AA	Improved ORCBDS institutional structure	1	A/Structure
	94AA	Optimum budget, financial and asset management	1	A/Budget
	94AA	Fully capacitated staff and officers	12	Recruitment
	94AA	Consistent internal and external communication	1	Website
MTJB (Policy, Regulatory Environment and Partnership)	94BA	National Cooperatives Policy Review under consultation	6	Consultations
	94BA	Co-operatives Societies Act enforced	35	Percentage
	94BA	Planned audit and compliance exercise performed	100	Percentage
	94BA	Development of the ORCBDS Partnership Policy	1	Policy
MTJC (Cooperative institutional strengthening and access to Finance and Credit)		Roll-out of the Cooperatives Development Fund	1	Report
		Projects funded under the CDF	1	Approved Budget
		VCBN established and operational	1	VCBN Quarterly Reports
		VCBN Strategy developed and implemented	1	Strategy develops
		VCBN Membership increased	75	membership
MTJD (Cooperative Market Information System and Quality Infrastructure)		MIS established and operational	1	Operational Manuel
		Planned contribution to QID	100	%

MTJE (Training Services)		First TCF students' intake rolled out	1	
		Training Centre Facility opened and duly accredited	1	Accredited Centre
		First TCF students' intake rolled out	1	
		Training Centre Facility opened and duly accredited	1	
MTJF (Provincial Extensions Services)		Extension service plan implemented	100	Report
		Facilitation of registration of new cooperatives	25	Registration
		Information dissemination strategy under implementation	1	strategy
		Supply Chain Management Strategy developed	35	%
		Planned training provided to rural cooperatives	100	%

Cooperative Development – Budget Narrative Update

Department	94	COOPERATIVES DEVELOPMENT							Annual Report 2025	
Program	Activity	Performance Indicator	Target	Action	Q1	Q2	Q3	Q4	Status	Comments
To provide clear direction, which the Government of Vanuatu wishes to follow in strengthening, developing, and regulating cooperatives across the country	94AA	No of plans and reports produced each year with timely submissions	1	1. Produce ORCBDS Quarterly narrative report	X	X	X	X	Completed	
				2. Produce ORCBDS Quarterly financial report	X	X	X	X		
				3. Produce ORCBDS semiannual report		X		X		
				4. Produce ORCBDS annual report		X		X		
	94AA	Improved ORCBDS institutional structure	1	1. Internal consultations performed with ORCBDS Staff on ORCBDS institutional reforms		X	X		Completed	
				2. Bilateral discussions with MTC and PSC on ORCBDS structural reform		X	X	X		
				3. Consultations with MTC Executive Meeting members	X	X	X	X		
				4. Drafting of the new ORCBDS structure			X			
				5. ORCBDS to submit the newly proposed structure to the MTC for considerations and comments				X		

				6. Formal endorsement of the new structure by the PSC				X		
				BUDGET						
				1. Prepare 2023 annual budget narrative for the following year	X	X				
				2. Based on 2023 ceiling allocation, initiate budget distribution across Cost Centres	X	X				
				3. Once VBMS is open and accessible, enter ceiling budget allocation	X	X				
				4. Develop NPPs for 2023	X	X				
				5. Review NPPs internally	X	X				
				6. Submit NPPs to MTC Executive Meeting for consideration		X				
				7. Obtain DG approval for NPPs submission		X				
				8. Enter the NPP in the VBMS		X				
				9. Prepare 2021 Supplementary appropriation submission for ORCBDS	X					
				10. Submit 2021 supplementary appropriation request to MTC Executive Meeting for consideration	X					
	94AA	Optimum budget, financial and asset management	1						Completed	

				11. Submit 2021 Supplementary Appropriation to DG for endorsement	X						
				12. Submit Consolidated 2021 MTC Supplementary appropriation to COM for Parliamentary Appropriation		X					
				ASSETS							
				13. Perform a complete stock take of all assets of the ORCBDS		X					
				14. Allocate asset management responsibilities under the scope and supervision of the Ministry's asset officer		X				Ongoing	
				15. Develop a dedicated assets management plan, which shall detail the asset planning, monitoring, and evaluation, including clear asset management practices		X					
											Stock of Asset is yet to be completed while registration of assets was completed. Asset management plan is yet to be completed and submitted to Executive meeting for deliberations

				16. Submit the asset management plan to the MTC Executive Meeting for consideration			X			
				17. Submit the asset management plan to DG for endorsement			X			
				18. Submit the asset management plan to the asset unit of the MFEM for information			X			
				19. Establish an asset evaluation grid with clear schedules			X			
				20. Consistent with the provision of the MTC asset management plan, produce semi-annual and annual asset reports to the Office of the DG, the PSC, and the asset unit of the MFEM				X		
94AA	No of fully capacitated staff and officers	12		1. Develop HR Development Plan Section for ORCBDS in the MTC Human Resource Development Plan	X				Ongoing	Consultation between HRO and VIPAM on HR Development Plan for

				2. Consult with ORCBDS Staff on MTC HR Development Plan	X					ORCBDS Staffs
				3. Submit HR Development for ORCBDS to MTC-HRO	X					
				4. In conjunction with MTCHRO, conduct training needs assessment for selected ORCBDS staff	X	X	X			Capacity Building for staffs in Cooperative Courses – Diploma in Cooperative Management
				5. Identify training module available to ORCBDS staff and officers consistent with directive provided by PSC/VIPAM		X	X			Consultation between VIPAM and External Universities for Cooperative undertakings in staff Capacity building
				6. Register selected ORCBDS staff and officers to training facilities		X	X			
				7. Conduct training for selected ORCBDS Staff and Officers			X	X		
94AA	Consistent internal and external communication	1	1.	Consistent with CSU's MTC Communication strategy development, produce ORCBDS' own communication strategy	X	X			Ongoing	ORCBDS has no communication officer and communication

			2. Submit communication strategy to CSU for consideration and validation		X				strategy is currently developed and better linkages need be address with CSU communication team.
			3. Integrate ORCBDS communication strategy in the overall MTC communication strategy		X	X			
94BA	National Cooperatives Policy Review under consultation	6	1. Preliminary stakeholders' consultations held		X			Completed	
			2. Desk review of similar policy cases in jurisdictions like that of Vanuatu		X				
			3. Funding for possible TA identified and secured		X				
			4. Recruitment/procurement of TA for the formulation of National Cooperatives policy		X	X			
			5. Consultations undertaken on the drat legislations			X			
			6. Validation workshop held			X			
			7. Endorsement by the MTC Executive Meeting and subsequently the DG			X	X		

			8. Submission to DCO/COM for approval			X	X		
	94BA	Review National Cooperative Policy	6	1. Preliminary stakeholders' consultations held		X			
				2. Desk review of similar policy cases in jurisdictions like that of Vanuatu		X			
				3. Funding for possible TA identified and secured		X			
				4. Recruitment/procurement of TA for the formulation of MSME policy		X	X		Completed
				5. Consultations undertaken on the draft legislations			X		
				6. Validation workshop held			X		
				7. Endorsement by the MTC Executive Meeting and subsequently the DG			X	X	
				Submission to DCO/COM for approval			X	X	
	94BA	Co-operatives Societies Act enforced	35	1. Conduct awareness with key selected stakeholders on the content of the legislation using VCBN as a catalyst network		X	X	X	Ongoing On-going activity

			2. Conduct specific workshops, using VCBN as a coordinator/catalyst to inform all cooperatives societies of the audit and compliance requirements, as well as the roles and duties of the ORCBDS in this legal context		X	X	X		
			3. Assess the current compliance unit structure under the ORCBDS			X	X		
94BA	Planned audit and compliance exercise performed	100	1. Inform the cooperatives societies of the new processes and procedures to have their organisations audited	X	X	X		Completed	
			2. Provide a list of auditors acceptable to the ORCBDS to all Cooperatives Societies to be audited		X	X	X		
			3. Identify an audit window in time for audits to take place in selected locations		X		X		
			4. Receive audit reports from cooperatives societies				X		
			5. Review/analyse the audit reports				X		
			6. Endorse/reject the audit reports				X		
			7. Proposals for corrective measures				X		
94BA	Development of the ORCBDS	1	1. Preliminary stakeholders' consultations held	X	X			Completed	

		Partnership Policy		2. Desk review of similar policy cases in jurisdictions like that of Vanuatu		X				
				3. Funding for possible TA identified and secured		X	X			
				4. Recruitment/procurement of TA for the formulation of partnership policy			X			
				5. Consultations undertaken on the draft legislations						
				6. Validation workshop held			X	X		
				7. Endorsement by the MTC Executive Meeting and subsequently the DG			X	X		
				8. Submission to DCO/COM for approval				X		
	94CA	VCBN established and operational	4	1. MOU and GFA endorsed in principle by COM	X				Completed	
				2. ORCBDS and VCBN to sign the MOU	X					

				3. Procurement justifications provided to the relevant authorities to allocated the 2023 VCBN appropriation as of January 2023	X	X	X	X		
				4. Board meetings conducted	X	X	X	X		
				5. Strategic plan for VCBN formulated and under implementation	X					
				6. Internal administrative rules and procedures (additional to the by-laws) designed, developed and endorsed by the VCBN board of Directors	X	X				
94CA	VCBN Strategy developed and implemented	1	1.	VCBN GM to draft the VCBN Strategic Business Plan consistent with the National Cooperatives Policy and VCBN By-Laws	X				Completed	
			2.	Present the Strategic Plan to the VCBN Board of Directors	X					
			3.	Agree on an implementation schedule and	X					

			develop an implementation matrix						
			4. Plan implementation	X	X	X	X		
94CA	No of VCBN Membership increased	75	1. First General assembly to be held with selected secondary and potentially primary cooperatives	X	X			Completed	A new board was elected on June 28 of 2023
			2. First round of registration of VCBN members	X	X				
			3. Second VCBN General assembly to be held with second round of registrations			X	X		
			4. Third round of registration and general assembly				X		
94CB	Establishment of the Cooperatives Development Fund	1	1. Submit the CDF Constitution to the COM for endorsement and approval	X				Completed	
			2. Design the eligibility and election criteria for prospective applicants	X					
			3. Design the CDF administration agency procurement package	X					
			4. Review the Co-operatives Societies Rules/Act		X	X			
			5. Establish the selection panel		X				

				6. Advertise the Tender in the local media		X				
				7. Submit to CTB for endorsement		X				
				8. Get the approval confirmation from the COM		X	X			
				9. Establish relevant trust fund mechanisms with MFEM	X	X				
				10. Confirm fund availability through the appropriation and enable quarterly fund disbursement mechanisms	X	X	X	X		
	94CB	Projects funded under the CDF	7	1. Enable 4 one-month application window for prospective applicants		X	X	X	Completed	46 Coops funded in 2023 under CDF. 25 coops funded in 2021 under CDF
				2. Advertise application forms and processes in the local media and through various communication channels		X	X	X		
				3. Review of the application by the fund administration agency		X	X	X		
				4. Submission to the Fund's board of governors for final endorsement and approval for funding		X	X	X		
	94DA	MIS established and operational	1	1. Initial MIS design identified	X					

				2. Service providers to establish the MIS identified	X				Ongoing	Contractors with IT officer with JICA volunteer is working on Hosting the
				3. Technical services procured	X					Department of ITC
				4. First pilot of the MIS tested	X	X				
				5. MIS training programmes undertaken with selected stakeholders		X	X	X		
				6. Roll out of the final phase			X	X		
	94DA	Percentage planned contribution to QID	100						n/a	
	94EA	Training Centre Facility opened and duly accredited	1	1. Develop the TCF curriculum consistent with VQA requirements in the matter	X	X	X			

				2. Identify the resources needed to operationalise the TCF	X	X						
				3. Establish a sound and effective administrative and		X						
				management structure for the TCF								
				4. Develop a TCF promotional package consistent with the proposed curriculum content		X						
				5. Advertise the new TCF products		X						
										Ongoing		
											AS mentioned, there is Quality Issues pertaining to VQA Act and VQAF requirements that ORCBDS needs fixing that is progressive before delivery of courses reenrolment of students by 2025	
											Course development in	

				6. Start enrolling and roll out TCF activities			X			partnerships with Reserve Bank and VQA for Financial Literacy 1 & 2 and Inspection Course
	94EA	First TCF students' intake rolled out	1	1. Define the enrolment timetable for 2021	X	X			Ongoing	ORCBDS has a progressive work Plan with VQA for 3 years since 2022 in
				2. Design the enrolment methodology, mechanisms and responsibility	X	X				rectifying Governance and QMS issues and work are progressing as plan by 2025
				3. Establish proper financial and administrative mechanisms to oversee the enrolment activity		X				
				4. Mobilise the teaching workforce for 2021		X				
				5. Initiate the teaching of pre-established teaching modules, as certified by VQA		X				

	94FA, FB, FC, FD, FE, FG	Extension service plan implemented	100	1. Extension services plan concept developed	X				Completed	
				2. Introductory workshop held with extension officers	X	X				
				3. Extension service plan drafted and submitted to MTC Executive Meeting for consideration		X				
				4. Validation workshop held with key selected stakeholders		X				
				5. Endorsement by DG MTC		X				
	94FA, FB, FC, FD, FE, FG	Facilitation of registration of new cooperatives	25	1. Develop and maintain accurate data on new cooperatives registrations	X	X	X	X	Completed	
				2. Coordinate with MTC in identifying the actual and most accurate software option to maintain an effective and efficient database for new cooperatives registrations tracking and analysis	X	X				

				3. Design and disseminate information and communication on new cooperatives registrations and their registration process to targeted and identified stakeholders' groups 4. Register new cooperatives registrations 5. Recordkeeping of new cooperatives registrations by maintaining information on circumstantial arrangements pertaining to the nature of each new cooperatives' registration issued 6. Report on new cooperatives registrations registered in any given period of time		X	X	X		
					X	X	X	X		
							X	X		
							X	X		
	94FA, FB, FC, FD, FE, FG	Information dissemination strategy established	1	1. Using the ORCBDS Communication strategy as baseline, extension office to develop their own tailored communication strategies 2. Identify target groups 3. Identify nature of messages/information to be communicated		X	X	X	Completed	
						X				
						X				

				4. Identify the communication channels and media available		X				
				5. Establish a communication schedule/grid for strategy implementation		X				
				6. Roll out communication strategy		X	X	X		
	94FA, FB, FC, FD, FE, FG	Percentage implementation of the Supply Chain Management Strategy	35	1. In conjunction with VCBN and its MIS, identify supply chain management needs for selected value chains	X	X				
				2. Prioritise the value chains to benefit from the interventions laid out under this activity		X				
				3. Produce an assessment report to enable the procurement of specialised services to develop the strategy		X	X			
				4. Based on the report's recommendations, initiate the recruitment of specialised services to develop the strategy			X			
				5. Conduct awareness and consultations on the strategy and its intent			X	X		
				6. Draft the strategy			X			
									Completed	

				7. Submit the draft to the MTC Executive Meeting for consideration and comments			X				
				8. Submit the consolidated draft to the DG MTC for endorsement and subsequent submission to the DCO and the COM			X				
				9. COM to approve the strategy			X				
				10. Establish proper M&E mechanisms for the strategy to be integrated in DOI M&E Framework			X	X			
	94FA, FB, FC, FD, FE, FG	Percentage of planned training provided to rural cooperatives	100	1. Identify of training focus areas	X	X					
				2. Identify target groups and specific industrial sectors	X	X				Completed	
				3. Determine the training timetables	X	X					
				4. Procure training venue and TA if applicable		X					
				5. Procure for other logistical expenditure incurred		X					
				6. Finalise training material		X					

			7. Conduct training		X			
			8. Produce training reports to be included in ORCBDS reporting framework outputs		X	X	X	

FINANCIAL STATEMENTS

MINISTRY OF TRADE AND COMMERCE

(MTC)

FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2025

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FINANCIAL STATEMENTS

Statement of Financial Performance

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OTHER STATEMENTS

Summary of Appropriations by Departments

MTC STATEMENT OF FINANCIAL PERFORMANCE

for the year ended 31 December 2025

Account Description	Note	2024 Vatu	2025 Vatu
REVENUE			
Operating Revenue from Ordinary Activities Levied through the Ministry's Legislation			
Fees		5,293,489	5,259,598
Exempt & Tax	2	-	22,608
Licenses & Registration	2	2,316,657	2,616,924
Total Revenue Levied through the Ministry's Legislation		7,610,146	7,899,130
Earned through the Ministry's Operations			
Sales	3	554,583	183,333
Other Recoveries	3	38,838,096	20,999,079
Total Revenue Earned through Ministry's Operations			
Other Revenue		47,002,825	40,526,559
Total Other Revenue		0	0
Total Operating Revenue (Excluding Appropriations)		47,002,825	28,898,209

EXPENSE**Operating Expenditure from Ordinary Activities**

Payroll Expenditure	5	(370,674,061)	(455,376,090)
Allowances	6	(34,491,200)	(54,241,312)
Accommodation	7	(43,521,678)	(70,498,588)
Courses		(923,232)	(6,636,842)
Compensation	8	(71,620)	0
Fees	8	(108,610,628)	(90,631,614)
Fuel	9	(18,194,371)	(3,606,246)
Freight	10	(6,600,706)	(7,937,350)
Medical Treatment	11	(408,745)	(6,860,296)
Hire	12	(29,965,742)	(34,404,552)
Cleaning		(2,786,158)	(2,779,323)
Communications	13	(50,719,682)	(37,645,426)
Land	14	0	(360,000)
Materials	15	(39,705,736)	(25,520,613)
Rental	16	(15,770,966)	(14,776,774)
Other	17	(115,146,377)	(127,162,386)
Repair & Maintenance	18	(29,829,899)	(22,285,302)
Supplies	19	(8,566,462)	(3,413,506)
Travel	20	(74,356,664)	(84,877,908)
Utilities	21	(14,591,709)	(15,132,622)
Disaster & Emergency Relief	22	(7,764,000)	(2,802,700)
Workshops	23	(737,283)	(4,732,272)
Emergency	24	0	0
Taxes	25	(70,966,334)	(60,486,993)
Government Transfers	26	(95,292,004)	(5,510,915)
Capital Expenditure	27	(99,350,598)	(91,949,316)
Financial Charges	28	51,152,223	39,783,503
Total Operating Expenditure		(1,187,893,632)	(1,189,845,443)
Net Earnings		(1,140,890,807)	(1,160,763,901)

NOTE 1

The Statement of Financial Performance shows the total revenue and expenses for MTC each year. Donor-funded activities and foreign currency movements are excluded in the Statement of Financial Performance for the Recurrent Fund shows a Net Earnings of -1,160.7 billion vatu operating balance.

The Provisions are under the Industrial Development Act No.10 of 2014 that gives rise to the issuing of Industrial Permits and Duty Exemptions to local manufacturers or any person operating an industrial undertaking and internationally traded services in Vanuatu. The main licenses are issued to manufacturing companies that gives rise to the implementation of the National Industrial Policy to promote, facilitate and support the growth of sustainable, value-added products:

NOTE 2

Account Description	2024	2025
	Vatu	Vatu

Note 2 Revenue Levied through the Ministry's Legislation
Fees

Other Fees	5,278,489	5,256,623
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Training Fees	15,000	2,975
Exempt & Tax		
Exempt Company & Trust Tax	-	22,608
Licenses & Registration		
Industrial Permit & Registration Fee	2,316,657	2,616,924
	7,610,146	7,899,130

NOTE 3

	2024	2025
Account Description	Vatu	Vatu
Note 3 Revenue Earned through Ministry's Operations		
Sales		
Stationary Sales	554,583	183,333
Other Recoveries		
Application Charges Recoveries	609,352	7,018,613
Equipment Hire Recoveries c	75,000	0
Registration Charge Recoveries	38,149,396	13,960,466
Inspections Recoveries	4,348	0

Currency Gain/Loss Recoveries	-	-
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NOTE 4

		2024	2025
Account Description		Vatu	Vatu
Note 4	Payroll Expenditure		
	Acting Allowances	13,245,663	6,255,795
	Responsibility Allowance	582,678	795,551
	Family Allowance	2,656,167	3,501,113
	Gratuity Allowances	7,449,417	7,016,525
	Housing Allowances	48,470,566	2,468,301
	Other Allowances	1,427,976	2,468,301
	Home Island Passage Allowances	608,348	608,348
	Special Allowances	100,000	100,000
	Partial Severance Payments	4,140,067	4,140,067
	Provident Fund	11,828,270	11,828,270
	Contract Wages	3,469,077	3,469,077
	Daily Rated Wages	3,928,112	3,928,112
	Leave expense	3,741,073	3,741,073
	Overtime Wages	1,312,734	1,312,734
	Permanent Wages	267,713,913	267,713,913
		<u>370,674,061</u>	<u>319,347,180</u>

Payroll expenses represent the appropriate expenses for the currently employed officers of the MTC.

NOTES 5 - 9

Account Description		2024	2025
		Vatu	Vatu
Note 5	Allowances		
	Subsistence Allowances	24,890,771	33,628,763
	Subsistence Allowances International	8,895,649	18,978,135
	Sitting Allowances	704,780	1,855,605
		34,491,200	54,462,503
Note 6	Accommodation		
	International Accommodation	9,138,001	32,376,912
	Local Accommodation	34,383,671	38,121,676
		43,521,672	70,498,588
Note 7	Courses		
	Local Courses	608,715	658,322
	International Courses	314,517	5,978,520
		923,232	6,636,842
Note 8	Compensation		
	Compensation Damages	71,620	0
		71,620	71,620

Note 9	Fees		
	Consultants Fees	76,791,015	73,713,028
	Software Maintenance Fees		3,075,673
	Security Services		147,000
	Other Fees	13,663,681	7,123,780
	Outsourcing Contracts	18,095,932	6,572,133
	Penalty Fee	60,000	
		108,610,628	90,631,614

NOTES 10-17

		2024	2025
	Account Description	Vatu	Vatu
Note 10	Fuel		
	Freight Fuel	-	-
	Ship & Boat Fuel	183,696	641,218
	Vehicles Fuel	17,880,675	2,731,159
		18,064,371	3,372,377

Note 11	Freight		
	Mail Carriage Freight	171,815	6,000
	Other Charges - Freight	654,428	986,773
	Transport - Freight	5,676,836	6,568,708
	Storage - Freight	97,627	375,869
		6,600,706	7,937,350

Note 12	Medical Treatment		
	Equipment Hire Medical Treatment	-	-
	International Medical Treatment	-	4,783,985
	Local Medical Treatment	408,745	2,076,311
	Other Medical Treatment	-	-
		408,745	6,860,296
Note 13	Hire		
	Boat/Ship Hire	-	1,301,130
	Equipment Hire	7,514,834	20,207,341
	Facilities Hire	15,880,569	10,618,917
	Vehicles Hire	6,570,339	2,277,164
		29,965,742	34,404,552
Note 14	Cleaning		
	Airports Cleaning	-	-
	Hospitals Cleaning	-	-
	Office Cleaning	2,786,158	2,779,323
	Schools Cleaning	-	-
		2,786,158	2,779,323
Note 15	Communications		
	Advertising - Communications	4,221,551	1,881,078
	Internet and Satellite Communications	3,358,528	6,044,354
	Advertising and Marketing	5,614,088	827,443
	Postage - Communications	0	73,044

Printing - Communications	21,342,991	14,103,094
Stationery - Communications	7,087,402	4,718,434
Telephone / Fax - Communications	9,095,122	9,997,979
	<u>50,719,682</u>	<u>37,645,426</u>

Note 15

Land

		-
Compensation Land	-	
Leases - Land	-	360,000
		-
Survey Cost - Land	-	
	<u>-</u>	<u>360,000</u>

Note 16

Materials

General - Materials	28,527,032	17,843,888
Office - Materials	11,103,921	7,629,768
Road Materials	74,783	46,957
	<u>39,705,736</u>	<u>25,520,613</u>

Note 17

Rental

Office Rental	13,302,050	13,016,652
Other Rental	2,468,916	1,760,122
	<u>15,770,966</u>	<u>14,776,774</u>

NOTE 18-24

Account Description		2024	2025
		Vatu	Vatu
Note 18	Other		
	Audit Fees	744,478	-
	Refunds	-	-
	Court Costs	-	-
	Research & Development	-	-
	Terminal Payments	7,276,894	2,638,858
	Government Contributions	42,835,566	7,135,293
	Incidentals	18,884,124	40,670,748
	Medals	2,687,692	1,207,076
	International Organisation Fees	-	-
	Official Entertainment	30,637,852	40,626,807
	Insurance	240,000	22,000
	Termination Payment	9,637,764	32,577,265
	Uniforms	2,202,007	2,284,339
		115,146,377	127,162,386
Note 19	Repair & Maintenance		
	Buildings Repairs & Maintenance	19,109,457	10,658,412
	CBC Roads Repairs & Maintenance	-	249,566

Equipment Repairs & Maintenance	1,654,762	1,923,617
Houses Repairs & Maintenance	-	136,217
Maintenance Contract	297,500	3,052,000
Roads Repairs & Maintenance	-	-
Vehicles Repairs & Maintenance	8,152,857	5,757,195
Vehicle Servicing	615,323	508,295
	<u>29,829,899</u>	<u>22,285,302</u>

Note 20 Supplies

Food - Supplies	327,480	233,389
Other Supplies	-	-
Rations Supplies	7,939,496	2,740,080
	<u>8,266,976</u>	<u>2,973,469</u>

Note 21 Travel

International Travel	13,806,360	34,670,091
Local Travel	60,550,304	50,207,817
	<u>74,356,664</u>	<u>84,877,908</u>

Note 22 Utilities

Gas - Cooking Utilities	-	-
Electricity Utilities	13,551,962	14,663,743
Lighting Utilities	96,000	148,657

Gas - Medical Utilities	-	-
Water Utilities	943,747	320,222
	14,591,709	15,132,622

Note 23 Disaster & Emergency Relief

Food Rations/Relief Supplies	-	-
Sea Logistical Costs	-	288,000
Land Logistical Costs	-	-
Shelter/Temporary Housing	-	-
Volunteers Expenses	7,764,000	2,514,700
	7,764,000	2,802,700

Note 24 Workshops

International workshops	-	2,667,076
Local Workshops	737,283	2,065,196
	737,283	4,732,272

NOTE 25-28

Account Description	2024	2025
	Vatu	Vatu

Note 25 Taxes

Value Added Tax	70,966,334	60,486,993
	70,966,334	60,486,993

Note 26 Government Transfers

Operating Grant	79,311,134	28,957
Other Grant	1,260,870	4,144,349
Tourism Subsidy	14,720,000	-
General Services Grant	-	850,652
Chamber Of Commerce Non Profit Inst	-	486,957
	95,292,004	5,510,915

Note 27 Capital Expenditure

	-	-
Buildings - New	141,694	6,038,986
Buildings - Renovation	1,176,628	5,804,319
Equipment - Additional General	5,499,418	15,551,104
Equipment - Computer	4,660,480	4,985,891
Equipment - Heavy Equipment	6,749,351	4,895,699
Equipment - Photocopiers	259,121	455,001
Equipment - Replacement General	403,722	814,037
Equipment - Specialised	617,222	2,556,952
Equipment - Computer Software Purchases	3,244,215	562,193
Furniture - Office Furniture	1,175,666	369,235
Houses - Renovation	-	400,000
Infrastructure - Electricity	201,633	44,404
Roads and Bridges Purchases	-	-

Ships and Boats Purchases	-	
Vehicle - Additional Vehicle	-	
Vehicle - Replacement	158,501	7,913,049
	24,004,263	28,521,500

Note 28

Financial Charges

Bank Charges	31,200	0
Vat expense refund	51,183,423	39,783,503
	51,214,623	39,783,503

MTC SUMMARY OF APPROPRIATIONS BY DEPARTMENT - CABINET

for the year ended 31 December 2025

Code	Description	Original Appropriation	Supplementary Appropriations	Virements	Final Budget	Actual Expenditure	Commitments	Total Expenditure	Under/ (Over)
M06	Ministry of Tourism, Trade, Commerce and Ni- Vanuatu Business								
MTA	Cabinet Support								
43AA	Cabinet Operations	78,790,410	-	-	78,790,410	83,185,668	-	83,185,668	(4,395,258)
MTAA	Portfolio Coordination	78,790,410	-	-	78,790,410	83,185,668	-	83,185,668	(4,395,258)
MTA	Cabinet Support	78,790,410	-	-	78,790,410	83,185,668	-	83,185,668	(4,395,258)

CORPORATE SERVICE UNIT

Code	Description	Appropriation	Appropriations	Virements	Budget	Expenditure	Commitments	Expenditure	(Over)
M06	Ministry of Tourism, Trade, Commerce and Ni- Vanuatu Business								
MTB	Executive Management and Corporate Services								
80AA	Trade & Cooperative Executive Management	46,017,951	-	4,673,044	50,690,995	63,178,431	-	63,178,431	(12,487,436)
80AB	Communication	-	-	-	-	4,810	-	4,810	(4,810)
80AG	Trade Development Division	-	-	-	-	979,300	-	979,300	(979,300)
80AH	IT Support Services	1,768,403	-	(502,154)	1,266,249	1,354,206	-	1,354,206	(87,957)
80BA	Planning & Reporting Services	-	-	-	-	200,000	-	200,000	(200,000)
MTBA	Executive Management	47,786,354	-	4,170,890	51,957,244	65,716,747	-	65,716,747	(13,759,503)
80AC	Product Development Section	-	-	-	-	(251,999)	-	(251,999)	251,999
MTBB	Food Technology	-	-	-	-	(251,999)	-	(251,999)	251,999
80AG	Trade Development Division	-	-	-	-	-	-	-	-
MTBD	Trade Development	-	-	-	-	-	-	-	-
80BA	Planning & Reporting Services	41,876,616	-	(14,437,477)	27,439,139	17,596,882	-	17,596,882	9,842,257

80BB	Policy Coordination & Monitoring	12,530,713	-	366,320	12,897,033	12,334,909	-	12,334,909	562,124
MTBE	CSU Policy and Planning	54,407,329	-	(14,071,157)	40,336,172	29,931,791	-	29,931,791	10,404,381
80CA	Human Resources Management	44,123,592	-	(2,064,252)	42,059,340	42,345,871	-	42,345,871	(286,531)
MTBF	CSU Human Resources Management	44,123,592	-	(2,064,252)	42,059,340	42,345,871	-	42,345,871	(286,531)
80DA	Finance Management and Procurement Services	7,958,806	-	236,920	8,195,726	8,084,661	-	8,084,661	111,065
80DB	Asset Management	7,823,125	-	445,800	8,268,925	8,006,072	-	8,006,072	262,853
MTBG	CSU Finance, Procurement and Assets Management	15,781,931	-	682,720	16,464,651	16,090,733	-	16,090,733	373,918
80AB	Communication	10,409,920	-	-	10,409,920	8,998,241	-	8,998,241	1,411,679
80AH	IT Support Services	2,463,504	-	125,296	2,588,800	1,364,856	-	1,364,856	1,223,944
MTBH	Information and Communication Technology	12,873,424	-	125,296	12,998,720	10,363,097	-	10,363,097	2,635,623
MTB	Executive Management and Corporate Services	174,972,630	-	(11,156,503)	163,816,127	164,196,240	-	164,196,240	(380,113)

VANUATU AID MANAGEMENT UNIT (TRADE DEVELOPMENT DIVISION)

Code	Description	Original Appropriation	Supplementary Appropriations	Virements	Final Budget	Actual Expenditure	Committments	Total Expenditure	Under/ (Over)
M06	Ministry of Tourism, Trade, Commerce and Ni- Vanuatu Business								
MTC	Aid-for-Trade Coordination								
90AA	Administration	89,123,355	-	-	89,123,355	57,126,691	-	57,126,691	31,996,664
MTCA	Admin Support	89,123,355	-	-	89,123,355	57,126,691	-	57,126,691	31,996,664
90BA	National Trade Development Committee	25,854,385	-	-	25,854,385	22,858,577	-	22,858,577	2,995,808
MTCB	Trade Governance	25,854,385	-	-	25,854,385	22,858,577	-	22,858,577	2,995,808
90CA	Trade Policy Development	17,730,000	-	-	17,730,000	17,310,801	-	17,310,801	419,199
MTCC	Trade Policy	17,730,000	-	-	17,730,000	17,310,801	-	17,310,801	419,199
90DA	Aid-for-Trade Coordination and Support Services	130,547,525	-	-	130,547,525	127,886,233	-	127,886,233	2,661,292
MTCD	Trade Cooperation	130,547,525	-	-	130,547,525	127,886,233	-	127,886,233	2,661,292
90EA	Analytical Unit	21,000,000	-	-	21,000,000	18,772,000	-	18,772,000	2,228,000

MTCE	Analytical Unit	21,000,000	-	-	21,000,000	18,772,000	-	18,772,000	2,228,000
MTC	Aid-for-Trade Coordination	284,255,265	-	-	284,255,265	243,954,302	-	243,954,302	40,300,963
M06	Ministry of Tourism, Trade, Commerce and Ni- Vanuatu Business	284,255,265	-	-	284,255,265	243,954,302	-	243,954,302	40,300,963

INDUSTRY DEVELOPMENT

		Original	Supplementary	Final	Actual		Total	Under/
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Code	Description	Appropriation	Appropriations	Virements	Budget	Expenditure	Commitments	Expenditure	(Over)
M06	Ministry of Tourism, Trade, Commerce and Ni- Vanuatu Business								
MTD	Industry Development								
97AA	Primary Industry Division	40,613,429	-	-	40,613,429	38,965,171	-	38,965,171	1,648,258
MTDA	Primary Industries Development	40,613,429	-	-	40,613,429	38,965,171	-	38,965,171	1,648,258
97AB	IDO Sanma	4,699,664	-	-	4,699,664	5,248,446	-	5,248,446	(548,782)
97AC	IDO Shefa	2,958,616	-	-	2,958,616	958,992	-	958,992	1,999,624
97AD	IDO Tafea	4,699,664	-	-	4,699,664	4,660,609	-	4,660,609	39,055
97AE	IDO Penama	3,021,536	-	-	3,021,536	2,996,073	-	2,996,073	25,463
97AF	IDO Malampa	4,724,624	-	-	4,724,624	765,345	-	765,345	3,959,279
97AG	IDO Torba	3,046,496	-	-	3,046,496	3,019,062	-	3,019,062	27,434
97AH	Manufacturing Division	-	-	-	-	430,645	-	430,645	(430,645)
MTDB	Provincial Industrial Extension Services	23,150,600	-	-	23,150,600	18,079,172	-	18,079,172	5,071,428
97AH	Manufacturing Division	32,610,380	-	-	32,610,380	30,699,017	-	30,699,017	1,911,363
97AK	Creative Industry	27,000,000	-	-	27,000,000	26,940,390	-	26,940,390	59,610
MTDC	Manufacturing Industry	59,610,380	-	-	59,610,380	57,639,407	-	57,639,407	1,970,973
97AI	Policy & Admin Division	14,761,888	-	-	14,761,888	18,510,544	-	18,510,544	(3,748,656)
97EA	Administration and Finance	2,396,328	-	-	2,396,328	2,433,515	-	2,433,515	(37,187)
97EC	Policy Development and Coordination	16,228,196	-	-	16,228,196	13,745,806	-	13,745,806	2,482,390
MTDE	Policy, Planning, Administration & Financial Comprising	33,386,412	-	-	33,386,412	34,689,865	-	34,689,865	(1,303,453)
97AF	IDO Malampa	-	-	-	-	1,716,050	-	1,716,050	(1,716,050)
97AJ	Marketing & Promotion Division	34,251,447	-	-	34,251,447	32,747,843	-	32,747,843	1,503,604
MTDF	Marketing & Promotion Section	34,251,447	-	-	34,251,447	34,463,893	-	34,463,893	(212,446)
MTD	Industry Development	191,012,268	-	-	191,012,268	183,837,508	-	183,837,508	7,174,760
M06	Ministry of Tourism, Trade, Commerce and Ni- Vanuatu Business	191,012,268	-	-	191,012,268	183,837,508	-	183,837,508	7,174,760

NATIONAL STANDARDS DEVELOPMENT

Code	Description	Original Appropriation	Supplementary Appropriations	Virements	Final Budget	Actual Expenditure	Commitments	Total Expenditure	Under/ (Over)
M06	Ministry of Tourism, Trade, Commerce and Ni- Vanuatu Business								

MTH	National Standards Development								
92AA	Administration & Finance	57,317,049	-	5,500,000	62,817,049	62,543,659	-	62,543,659	273,390
92CA	Laboratory Testing	-	-	3,000,000	3,000,000	3,927,545	-	3,927,545	(927,545)
MTHA	Admin Support Services	57,317,049	-	8,500,000	65,817,049	66,471,204	-	66,471,204	(654,155)
92BA	Standards and Certification	19,260,512	-	-	19,260,512	19,190,148	-	19,190,148	70,364
MTHB	Standards and Certification	19,260,512	-	-	19,260,512	19,190,148	-	19,190,148	70,364
92CA	Laboratory Testing	22,411,923	-	(4,500,000)	17,911,923	16,508,946	-	16,508,946	1,402,977
MTHC	Laboratory Testing	22,411,923	-	(4,500,000)	17,911,923	16,508,946	-	16,508,946	1,402,977
92DE	Product Development Section	28,423,857	-	(1,000,000)	27,423,857	27,242,137	-	27,242,137	181,720
MTHE	Product Development	28,423,857	-	(1,000,000)	27,423,857	27,242,137	-	27,242,137	181,720
MTH	National Standards Development	127,413,341	-	3,000,000	130,413,341	129,412,435	-	129,412,435	1,000,906
M06	Ministry of Tourism, Trade, Commerce and Ni- Vanuatu Business	127,413,341	-	3,000,000	130,413,341	129,412,435	-	129,412,435	1,000,906

MTC SUMMARY OF APPROPRIATIONS BY DEPARTMENT – INTELLECTUAL PROPERTY DEVELOPMENT AND PROTECTION

for the year ended 31 December 2024

Code	Description	Original Appropriation	Supplementary Appropriations	Virements	Final Budget	Actual Expenditure	Commitments	Total Expenditure	Under/ (Over)
M06	Ministry of Tourism, Trade, Commerce and Ni- Vanuatu Business								
MTI	Intellectual Property Development and Protection								
93AA	Administration & Finance	15,238,296	-	315,449	15,553,745	15,740,817	-	15,740,817	(187,072)
93CA	Policy and Legislative Development and Implementation	8,563,152	-	(3,644,275)	4,918,877	4,865,315	-	4,865,315	53,562
MTIA	Admin Support Services	23,801,448	-	(3,328,826)	20,472,622	20,606,132	-	20,606,132	(133,510)
93BA	Patent, Trademark, Copyright Registration Services	3,298,248	-	1,218,368	4,516,616	4,085,467	-	4,085,467	431,149
93BB	Trade Mark Registration Services	-	-	1,485,017	1,485,017	2,765,110	-	2,765,110	(1,280,093)
93BC	Copyright Registration Services	-	-	42,000	42,000	4,185,197	-	4,185,197	(4,143,197)
MTIB	Patent, Trademark, Copyright Registration Services	3,298,248	-	2,745,385	6,043,633	11,035,774	-	11,035,774	(4,992,141)
93CA	Policy and Legislative Development and Implementation	-	-	6,084,632	6,084,632	6,126,632	-	6,126,632	(42,000)
MTIC	Policy and Legislative Development and Implementation	-	-	6,084,632	6,084,632	6,126,632	-	6,126,632	(42,000)
93BB	Trade Mark Registration Services	6,566,664	-	-	6,566,664	4,649,647	-	4,649,647	1,917,017
MTID	Patents & Design	6,566,664	-	-	6,566,664	4,649,647	-	4,649,647	1,917,017
93BC	Copyright Registration Services	8,042,008	-	(2,211,519)	5,830,489	3,411,746	-	3,411,746	2,418,743
MTIE	Trademark	8,042,008	-	(2,211,519)	5,830,489	3,411,746	-	3,411,746	2,418,743
MTI	Intellectual Property Development and Protection	41,708,368	-	3,289,672	44,998,040	45,829,931	-	45,829,931	(831,891)

MTC SUMMARY OF APPROPRIATIONS BY DEPARTMENT – COOPERATIVES DEVELOPMENT

for the year ended 31 December 2024

Code	Description	Original Appropriation	Supplementary Appropriations	Virements	Final Budget	Actual Expenditure	Commitments	Total Expenditure	Under/ (Over)
M06	Ministry of Tourism, Trade, Commerce and Ni- Vanuatu Business								
MTJ	Cooperatives Development								
94AA	ORCBDS Administration and Finance	79,875,214	-	19,077,940	98,953,154	99,622,185	-	99,622,185	(669,031)
MTJA	Admin Support Services	79,875,214	-	19,077,940	98,953,154	99,622,185	-	99,622,185	(669,031)
94BA	Policy, Regulatory Environment and Partnership	26,130,707	-	(4,200,522)	21,930,185	19,026,962	-	19,026,962	2,903,223
MTJB	Policy, Regulatory Environment and Partnership	26,130,707	-	(4,200,522)	21,930,185	19,026,962	-	19,026,962	2,903,223
94CA	Support to VCBN and Cooperative Institutional Strengthening	50,000	-	-	50,000	50,000	-	50,000	-
94CB	Cooperative Access to Finance and Credit	50,000	-	-	50,000	50,000	-	50,000	-
MTJC	Cooperative Institutional Strengthening and Access to Finance and Credit	100,000	-	-	100,000	100,000	-	100,000	-
94DA	Cooperative Market Information System and Quality Infrastructure	11,916,820	-	(5,450,000)	6,466,820	3,980,022	-	3,980,022	2,486,798
MTJD	Cooperative Market Information System and Quality Infrastructure	11,916,820	-	(5,450,000)	6,466,820	3,980,022	-	3,980,022	2,486,798
94EA	Education and Training	15,413,576	-	1,691,074	17,104,650	17,277,460	-	17,277,460	(172,810)
MTJE	Training Services	15,413,576	-	1,691,074	17,104,650	17,277,460	-	17,277,460	(172,810)
94FA	Shefa Provincial Coop Office	7,835,066	-	(1,140,000)	6,695,066	6,318,465	-	6,318,465	376,601
94FB	Malampa Provincial Coop Office	9,311,336	-	(3,663,000)	5,648,336	5,075,983	-	5,075,983	572,353
94FC	Tafea Provincial Coop Office	7,860,028	-	(2,507,953)	5,352,075	4,873,332	-	4,873,332	478,743
94FD	Torba Provincial Coop Office	4,434,888	-	308,461	4,743,349	4,873,543	-	4,873,543	(130,194)
94FE	Penama Provincial Coop Office	6,727,756	-	(3,036,000)	3,691,756	3,124,010	-	3,124,010	567,746
94FG	Sanma Provincial Coop Office	9,311,336	-	(1,080,000)	8,231,336	7,794,458	-	7,794,458	436,878
MTJF	Provincial Extension Services	45,480,410	-	(11,118,492)	34,361,918	32,059,791	-	32,059,791	2,302,127
MTJ	Cooperatives Development	178,916,727	-	-	178,916,727	172,066,420	-	172,066,420	6,850,307

Code	Description	Original Appropriation	Supplementary Appropriations	Virements	Final Budget	Actual Expenditure	Commitments	Total Expenditure	Under/(Over)
94AA	ORCBDS Administration and Finance	72,651,849	-	(487,355)	72,164,494	71,046,380	-	71,046,380	1,118,114
MTJA	Admin Support Services	72,651,849	-	(487,355)	72,164,494	71,046,380	-	71,046,380	1,118,114
94BA	Policy, Regulatory Environment and Partnership	42,260,722	-	920,025	43,180,747	42,687,141	-	42,687,141	493,606
MTJB	Policy, Regulatory Environment and Partnership	42,260,722	-	920,025	43,180,747	42,687,141	-	42,687,141	493,606
94CA	Support to VCBN and Cooperative Institutional Strengthening	3,000,000	-	-	3,000,000	2,033,261	-	2,033,261	966,739
94CB	Cooperative Access to Finance and Credit	-	-	-	-	(74,720)	-	(74,720)	74,720
MTJC	Cooperative Institutional Strengthening and Access to Finance and Credit	3,000,000	-	-	3,000,000	1,958,541	-	1,958,541	1,041,459
94DA	Cooperative Market Information System and Quality Infrastructure	10,861,508	-	(1,174,886)	9,686,622	6,184,894	-	6,184,894	3,501,728
MTJD	Cooperative Market Information System and Quality Infrastructure	10,861,508	-	(1,174,886)	9,686,622	6,184,894	-	6,184,894	3,501,728
94EA	Education and Training	19,937,406	-	1,654,307	21,591,713	22,716,611	-	22,716,611	(1,124,898)
MTJE	Training Services	19,937,406	-	1,654,307	21,591,713	22,716,611	-	22,716,611	(1,124,898)
94FA	Shefa Provincial Coop Office	5,530,744	-	-	5,530,744	5,773,396	-	5,773,396	(242,652)

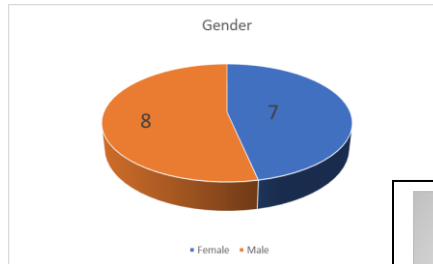
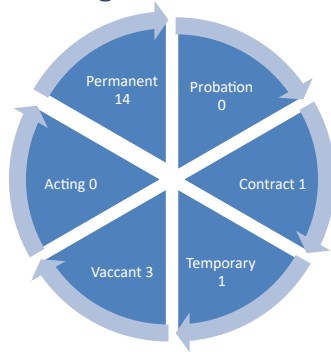
94FB	Malampa Provincial Coop Office	6,647,499	-	237,428	6,884,927	6,975,480	-	6,975,480	(90,553)
94FC	Tafea Provincial Coop Office	6,728,096	-	(1,079,421)	5,648,675	5,373,789	-	5,373,789	274,886
94FD	Torba Provincial Coop Office	4,089,336	-	260,148	4,349,484	4,624,186	-	4,624,186	(274,702)
94FE	Penama Provincial Coop Office	6,300,096	-	-	6,300,096	4,754,948	-	4,754,948	1,545,148
94FG	Sanma Provincial Coop Office	6,800,096	-	(330,246)	6,469,850	6,399,733	-	6,399,733	70,117
MTJF	Provincial Extension Services	36,095,867	-	(912,091)	35,183,776	33,901,532	-	33,901,532	1,282,244
MTJ	Cooperatives Development	184,807,352	-	-	184,807,352	178,495,099	-	178,495,099	6,312,253

HUMAN RESOURCES

Corporate Service Unit Structure

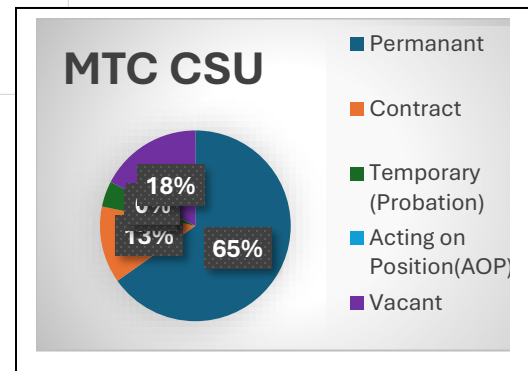
Agency	Date Approved by PSC	Comments
CSU	01/12/2023	Currently under implementation

Staffing



Workstation for all staff is Port Vila

Retirement	Total
Severance to be paid during the year	N/A
Accrued leave estimate for retiring staff	N/A



Priority Vacant Post in approved structure to be advertised	Post#	Scale	Salary	Allowances
Manager Compliance	5508	Ps 7.1		
Senior Policy/Planning	5509	Ps 6.1		
Manager ICT	5517	Ps 7.1		

Key training to be delivered	Cost	Duration
Policy Training		
Finance Training		

Officer on scholarship			
Name	Salary	Allowances	Area of scholarship

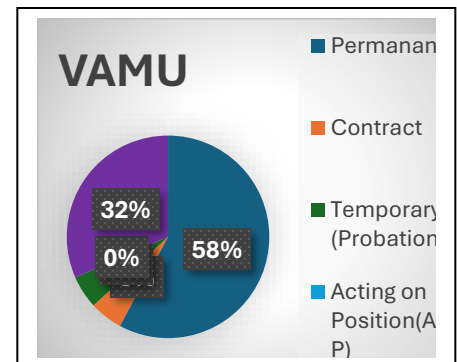
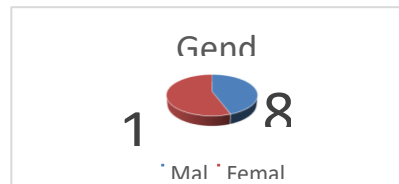
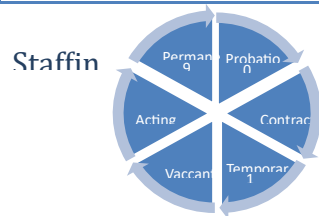
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Appraisals completed this year	All completed
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Vanuatu Aid-for-Trade Management Unit

Structure

Agency	Date Approved	Status
VAMU	14/12/2023	Approved by OPSC



Retirement
Severance to be paid during the year
Accrued leave estimate for retiring staff

Workstation for all staff is Port Vila

Priority Vacant Post in approved structure to be advertised	Post#	Scale	Salary	Allowances

Key training to be delivered	Cost	Duration

Officer on scholarship			
Name	Salary	Allowances	Area of scholarship

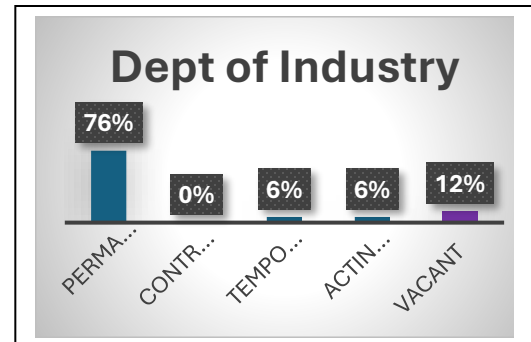
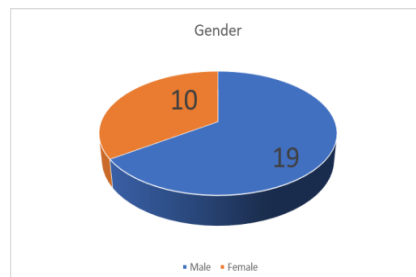
Appraisals completed this year	All completed
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Department of Industry Structure

Agency	Date Approved	Status
Dept. of Industry	06/12/2019	Currently under review to align with Business Plan

Retirement	Total
Severance to be paid during the year	N/A
Accrued leave estimate for retiring staff	N/A

Staffs in workstations	P/Vila HQ	Torba	Sanma	Penama	Malampa	Shefa	Tafea	Total
	22	1	2	2	2	0	2	31



Priority Vacant Post in approved structure to be advertised	Post#	Scale	Salary	Allowances

Key training to be delivered	Cost	Duration
EDZ	China fund	1 month
Quality Management	600 000vt	1 Week

Officer on scholarship

Name	Salary	Allowances	Area of scholarship
Xavier Nako	5.2		Commerce

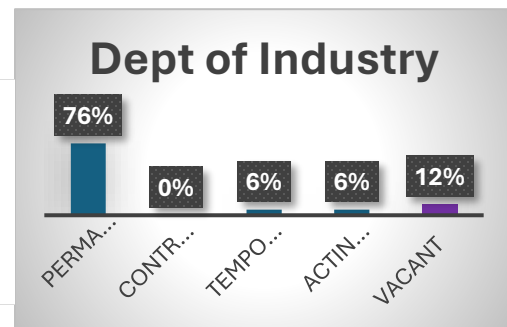
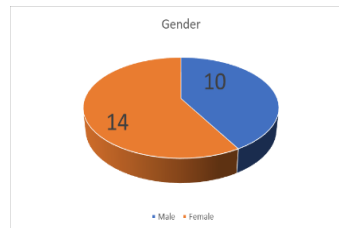
Appraisals completed this year	All completed
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Department of Tourism

Structure

Agency	Date Approved	Status
Dept. of Tourism	24/01/2011	Currently under review to align with Business Plan

Staffing



							Male	Female
	22	0	2	0	13	1	10	14

Staffs in workstations	P/Vila HQ	Torba	Sanma	Penama	Malampa	Shefa	Tafea	Total
	16	1	1	2	1	2	0	23

Retirement	Total
Severance to be paid during the year	N/A
Accrued leave estimate for retiring staff	N/A

Priority Vacant Post in approved structure to be advertised	Post#	Scale		
Sanma Manager	5818	PS 5.6		
Sanma PDO	5850	PS 4.5		

Tafea SBDO	5810	PS 4.5		
Filing Clerk	5826	PS 2.5		
Design & Construction	5822	PS 5.6		

Key training to be delivered	Cost	Duration

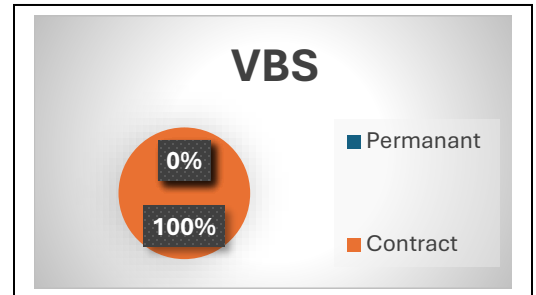
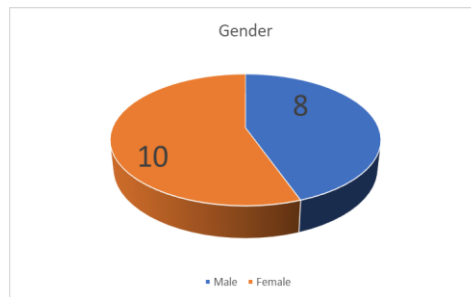
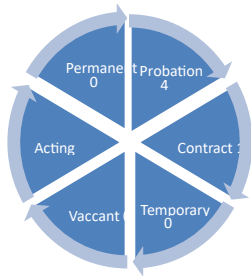
Officer on scholarship			
Name	Salary	Allowances	Area of scholarship
Linda Sam	P.s 6.4		Management

Appraisals completed this year	All completed
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Vanuatu Bureau of Standards Structure

Agency	Date Approved	Status
VBS	2021	Approved by OPSC

Staffing



Staffing	Permanent	Probation	Contract	Daily Rated	Vacant	Staff in Acting Positions	Gender	
							Male	Female
	0	4	18			1	8	10

Staffs in workstations	P/Vila HQ	Torba	Sanma	Penama	Malampa	Shefa	Tafea	Total
	11		4		3			18

Retirement	Total
Severance to be paid during the year	N/A
Accrued leave estimate for retiring staff	N/A

Priority Vacant Post in approved structure to be advertised	Post#	Scale	Salary	Allowances

Key training to be delivered	Cost	Duration

Officer on scholarship			
Name	Salary	Allowances	Area of scholarship

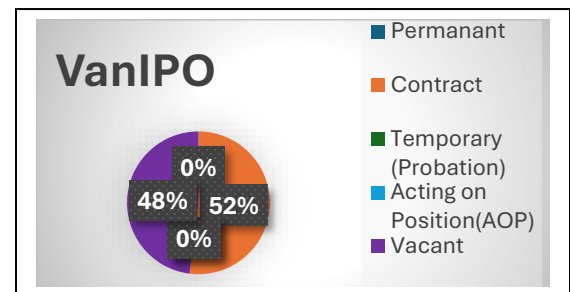
Appraisals completed this year

All completed

Vanuatu Intellectual Property Office

Structure

Agency	Date Approved	Status
VanIPO	Outdated	Currently under review to align with Business Plan



Staffing

Staffing	Permanent	Probation	Contract	Daily Rated	Vacant	Staff in Acting Positions	Gender	
							Male	Female
	0	0	13		22	1	8	5

Staffs in workstations	P/Vila HQ	Torba	Sanma	Penama	Malampa	Shefa	Tafea	Total
	12	0	0	0	0	0	0	9

Retirement	Total
Severance to be paid during the year	N/A
Accrued leave estimate for retiring staff	N/A

Priority Vacant Post in approved structure to be advertised	Post#	Scale	Salary	Allowances
Corporate & HR Manager		Ps 9.1	3.408.400	
Principle Trademark Examiner		Ps 8.1	2.693.000	
Principle Copyright & Related Right Officer		Ps 8.1	2.693.000	
Principle Patent & Design		Ps 8.1	2.693.000	
Principle IT & IPAS Officer		Ps 8.1	2.693.000	

Principle Compliance & Legal Officer		Ps 8.1	2.693.000	
Provincial coordinator		Ps 8.1	2.693.000	
Trademark Examiner		Ps 6.1	1.906.500	
Patent & Design Registration Officer		Ps 6.1	1.906.500	
Trademark Filing & Reception Officer		Ps 6.1	1.906.500	
Policy & Legislative Officer		Ps 6.1	1.906.500	
Distribution Officer		Ps 5.1	1.513.100	
Documentation Officer		Ps 5.1	1.513.100	
Literary /Artistic Officer		Ps 5.1	1.513.100	
Musical Audio-Visual Officer		Ps 5.1	1.513.100	
Torba IP Strategy		Ps 5.1	1.513.100	
Penama IP Officer		Ps 5.1	1.513.100	
Malampa IP Officer		Ps 5.1	1.513.100	
Tafea IP Strategy		Ps 5.1	1.513.100	
Finance Officer		Ps 5.1	1.513.100	
Reception Officer		Ps 4.1	1.195.500	
Driver/Messenger		Ps 3.1	1.001.300	
Cleaner		Ps 3.1	1.001.300	

Key training to be delivered	Cost	Duration

Officer on scholarship			
Name	Salary	Allowances	Area of scholarship

Sam Railau			IP
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Appraisals completed this year	All completed
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Office of the Registrar of Cooperatives and Business Development Services Structure

Agency	Date Approved	Status
ORCBDS	Outdated	Currently under review to align with Business Plan

Staffing

	Permanent	Probation	Contract	Daily Rated	Vacant	Staff in Acting Positions	Gender	
							Male	Female
Staffing	30	0	0	0		0	21	9

Staffs in workstations	P/Vila HQ	Torba	Sanma	Penama	Malampa	Shefa	Tafea	Total
		2	2	3	2	2	2	28

Retirement	Total
Severance to be paid during the year	N/A
Accrued leave estimate for retiring staff	N/A

Priority Vacant Post in approved structure to be advertised	Post#	Scale	Salary	Allowances

Key training to be delivered	Cost	Duration
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Officer on scholarship			
Name	Salary	Allowances	Area of scholarship
Kelly Iopa	6.1		

Appraisals completed this year	All completed
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MTC HIGHLIGHTS 2025



KIMS phase 2 signing Agreement



3 NTDC meetings held in Luganville and Port Vila



Launching of Mamas Cooperative Haos Market



New Cooperative Building at Davesbay Launching by Australian High Commissioner and Councillor Torba Province



Launching of Vanuatu made Product Outlet in Santo



Vanuatu Made Event 2025



Launching of The National Yacht Strategy 2025 - 2030



Launching of the Online Tourism Permit Platform

REPORT AGAINST COM DECISION FROM JANUARY – DECEMBER 2024.

COM Decision No	Date	Decisions to be implemented	Progress to date	Issues and Challenges	Responses to Challenges
006	20/02/24	COM approves the tender No. RFT MOCC001/2024	N/A		
		COM instructs the Consultancy Team to compile and prepare the entire Biennial Transparency Report (BTR) for Vanuatu including all the chapters as per the UNFCCC reporting requirements as elaborated in the scope of work identified in the Request for Proposal (RFP) document. For the Amount of 176,600USD Approximately (17,660,000 USD) Exclusive of VAT			
339	13/04/23	COM approves the Feasibility Study for South Malekula project as funded by the Governance for Growth (Gfg) programme.	N/A		
		COM notes and approves the major components of the project and estimated cost identified.	N/A		
		COM directs MFEM & MTC through Aid for Trade project Management Unit to undertake further Economic Assessment and cost benefit analysis as part of the initial phase 1 of the project in first quarter of 2025	Assessment completed and drafting in progress		
		COM directs the MFEM, MIPU and DSPPAC and VAMU to negotiate for funding opportunities from donor partners to fund the project	Ongoing		

		Com direct MIPU/PWD to utilize its construction machineries and available fund (preferably under Vanuatu Feeder Roads Program) for the purposes of implementing phase 1 (Clearing and gravelling of new roads) of South Malekula Road Project.	Awaiting 2025 budget appropriation		
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Listing and description of any technical assistance attached to the Ministry and all major development projects carried out during the year:

Projects	Development Funding Assistance
Vanuatu Electronic Single Window	Funding Source from EIF / GFG
VFIPA MIS Project	Funding Source from GFG
Metrology Act Consultation and drafting	Funding Source from GFG
Review of the National Cooperatives Policy	Funding Source from GFG
Development of a National Quality & Standards Policy	Funding Source from GFG
Vanuatu made Administration System	Funding Source from GFG
Support to VAMU	Funding Source from GFG
Coconut Integrated Production Facility	Funding Source from GFG
Provincial Industry Development Plans	Funding Source from GFG
National Export Development Strategy	Funding Source from GFG
Sustainability Support Phase	Funding Source from GFG
Industry Development Fund	Funding Source from Budget Support through VAVAC program.
Tourism Recovery Phase	Funding Source from GFG

STATUTORY BODIES

The following Statutory Bodie's Annual Report 2024 are captured in the following:

Agency	MTC Annual Report	Individual Agency Report
Vanuatu Chamber of Commerce and Industry	No	Yes
Vanuatu Foreign Investment Agency	No	Yes
Vanuatu Tourism Office	No	Yes
Vanuatu Bureau of Standards	Yes	Yes
Vanuatu Intellectual Property Office	Yes	Yes

NON-STATUTORY BODIES

Nil.

REPORTS BY THE AUDITOR GENERAL

Nil. No audit conducted by the OAG in 2024

Nil. A task was initiated by the ombudsman in 2024. However, the report was never produced.

RIGHT TO INFORMATION

Agencies	Request by Interested Parties
Cabinet	No
Corporate Service Unit	No
Vanuatu Aid Management Unit	No
Dept. of Tourism	No
Dept. of Industry	No
Dept. of Cooperatives	No
Vanuatu Bureau of Standards	No
Vanuatu Intellectual Property Office	No

Agencies	Request by Interested Parties
Vanuatu Tourism Office	No
Vanuatu Foreign Investment Promotion Authority	No
Vanuatu Chamber of Commerce and Industry	No

DECISIONS OF COURT

Nil.

COMPLAINT MECHANISM

No mechanisms in place as of 2025.

EQUITY

1. Staff management and welfare falls under the remit of OPSC
2. MTC is in the process of expanding departmental staff presence in provinces, notably, via the establishment of ministerial and departmental offices in the provinces.

Accounts	Amounts	Comments
Buildings - New	VUV 5,697,550	New MTC complex for Sanma and Tafea including partial payments for DOT staff houses in Tafea and Malampa
Buildings - Renovation	VUV10,080,802	Renovation works on VBS laboratory and the Office of the Director General. Other partial payments of DOT staff house for Torba and Malampa
Equipment - Additional General	VUV 38,515,448	General Equipment includes solar panels, kava machines and solar freezers for Cooperatives and MSMEs, office servers, aircons, desktop monitors, smartphones, and other attractive items for the Ministry
Equipment - Computer	VUV 10,342,862	Computer Equipment includes office computers, laptops, and other accessories. Most items have been purchased for the new MTC offices in Tafea and Sanma and during MTC events
Equipment - Photocopiers	VUV 573,152	Photocopier Equipment's include office scanners, printers, and heavy-duty photocopier machines
Equipment - Replacement General	VUV 1,217,888	Replacement of general office equipment
Equipment - Specialized	VUV 4,270,079	Specialized Equipment includes dehydrator, solar batteries, kava machines, etc for Cooperatives and MSMEs
Equipment - Computer Software Purchases	VUV 881,297	Knowledge Information Management System (KIMS) and regular computer software's

Furniture - Office Furniture	VUV 5,060,021	Furniture's include office desks, chairs, cabinets, shelves, etc. Most items have been purchased for the new MTC offices in Tafea and Sanma and during MTC events
Houses – New Houses	VUV 400,000	
Infrastructure - Electricity	VUV 44,404	
Infrastructure - Other	VUV 1,233,728	
Ships and Boat Purchases	VUV 6,900,872	

Vehicle - Additional Vehicle	VUV 12,109,744	New vehicle for Minister, Cabinet and Malampa office including partial payment of DG's vehicle replacement
Vehicle - Replacement	VUV 8,984,326	New vehicle for Director DOI and Cooperative including partial payment of DG's vehicle replacement
Total	VUV 100,984,326	

FRAUD CONTROL

No fraud identified or recorded as of 2025. Protocols set out under the Public Service Act and the Public Finance and Economic Management Act set the processes to tackle fraud and fraudulent practices.

