



Ministry of Internal Affairs

Nasara Sector Strategy 2022 - 2026

Building Resilient Governance, Representation and
Inclusion for a Safe, Secure and Prosperous Vanuatu





Table of Contents

Acronyms	2
1. Minister’s Preface	4
2. Director General’s Introduction	6
3. Ministry of Internal Affairs Nasara Sector Strategy	8
4. Ministry of Internal Affairs Sector Partnerships	9
5. Ministry of Internal Affairs Sector Stakeholder Mapping	10
6. Ministry of Internal Affairs Sector Strategy Matrix	12
MoIA Statements	12
Decentralisation	13
Innovation and Integrated Data Management	20
A Safe, Secure and Prosperous Vanuatu	24
Sector Cooperation, Development Partner Coordination and Resourcing Strategies.....	30
Custom, Culture and Community Engagement.....	37
Social Justice – Transparency, Good Governance And Inclusion	41
7. Annex: Anticipatory Risk Mitigation Strategy	46

Acronyms

Acronym	Meaning
ACU	Aid Coordination Unit
APTC	Australia Pacific Technical College
A-WEB	Association of World Election Bodies
COM	Council of Ministers
CSOs	Community Service Organisations
CSU	Corporate Services Unit
DCO	Development Council of Officials
CRIM	Civil Registry and Identity Management
DFAT	Department of Foreign Affairs and Trade (Australia)
DG	Director General
DLA	Department of Local Authorities
DOL	Department of Labour
DoWA	Department of Women's Affairs
DSPPAC	Department of Sector Policy Planning and Aid Coordination
DUAP	Department of Urban and Provincial Authorities
EA	Expenditure Analyst (in MFEM)
ECO	Economy Pillar in NSDP
EEZ	Economic Exclusion Zone
FIU	Financial Intelligence Unit
GfG	Governance for Growth
GIP	Government Investment Program
GRT	Government Remuneration Tribunal
ICT	Information and Communications Technology
ILO	International Labour Organisation
IOM	International Organisation for Migration
KPIs	Key Performance Indicators
LRC	Law Reform Commission
MBC	Ministerial Budget Commission
MandE	Monitoring and Evaluation
MFAT	Ministry of Foreign Affairs and Trade (New Zealand)
MFAICET	Ministry of Foreign Affairs, International Cooperation and External Trade
MFEM	Ministry of Finance and Economic Management
MoC	Memorandum of Cooperation
MoIA	Ministry of Internal Affairs
MoH	Ministry of Health
MoE	Ministry of Education
MoET	Ministry of Education and Training
MOU	Memorandum of Understanding
MSG	Melanesian Spearhead Group
MTTCNB	Ministry Tourism Trade Commerce and Ni-Vanuatu Business
MYDandS	Ministry of Youth Development and Sport
NDC	National Disaster Committee



NDMO	National Disaster Management Office
NGOs	Non-Government Organisations
NPP	New Policy Project
NSDP	National Sustainable Development Plan
NTDC	National Trade Development Committee
OGCIO	Office of the Chief Government Information Officer
OPSC	Office of the Public Service Commission
PIANZEA	Pacific Islands Australia New Zealand Electoral Administrators
PIDC	Pacific Immigration Development Community
PIFS	Pacific Island Forum Secretariat
PMO	Prime Minister's Office
PMU	Project Management Unit
PSC	Public Service Commission
PWD	People With Disability
RBV	Reserve Bank of Vanuatu
RTI	Right to Information
SA	Sector Analyst (in DSPPAC)
SOC	Society Pillar in NSDP
SLO	State Law Office
TRBR	Telecommunications Radio and Broadcasting Tribunal
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Program
UNDESA	United Nations Department of Economic & Social Affairs
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNESCO	United Nations Educational, Scientific Cultural Organisation
UNICEF	United Nations Children Fund
UNOSAC	United Nations Satellite Centre
UNITAR	United Nations Institute for Training and Research
VANGO	Vanuatu Association of Non-Government Organisations
VBKS	Dipatmen blong Koreksenal Sevis (Department of Correctional Services)
VBL	Vanuatu Brewery Limited
VCC	Vanuatu Council of Churches
VCCI	Vanuatu Chamber of Commerce and Industry
VFIPA	Vanuatu Foreign Investment Authority
VFSC	Vanuatu Financial Services Commission
VIF	Vanuatu Immigration Services
VKS	Vanuatu Kultural Senta (Vanuatu Cultural Centre)
VEEP	Vanuatu Electoral Environment Project
VLAB	Vanuatu Laboratory (entrepreneur's start up organisation)
VNPF	Vanuatu National Provident Fund
VNSO	Vanuatu National Statistics Office
VMF	Vanuatu Mobile Force
VPF	Vanuatu Police Force
VSP	Vanuatu Skills Partnership

1. Minister's Preface

Ministry of Internal Affairs Nasara Strategy 2022 to 2026

It is with considerable pleasure that I hereby present the Sector Strategy for the Ministry of Internal Affairs to be known as the “Nasara Strategy.”

Recently, I had the honour to launch the Ministry of Internal Affairs Corporate Plan 2022-2026. The Corporate Plan was consultatively developed within the Ministry with the 18 Departments and Agencies that now make up the Ministry meeting together to discuss challenges and risks but very importantly – opportunities to strengthen our Ministry's capacity to deliver services to the people of Vanuatu – especially the 74.3% who live in rural areas.

Our Ministry is regarded as the key agency to meet the strategic targets for decentralised services identified in the National Sustainable Development Plan (NSDP) and more recently, in the Government of Vanuatu's Decentralisation Policy – the delivery of which is arguably the Government of Vanuatu's core policy priority.

When developing the Corporate Plan we were all challenged to think about the gaps in our programs, to remember the tight fiscal climate and operational delivery environment challenged by recovery from recent natural disasters and the COVID19 pandemic. It was this lively conversation that led to the realization that our Business Plans and Corporate Plan are largely inward looking documents seeking solutions from within the Ministry. Organisations are becoming more resilient and innovative, to pivot to meet changing needs and mitigate risks in response to operational constraints.

We were challenged to try to develop more outward and cross-sectoral initiatives that our Ministry's Departments and agencies could jointly resource, staff and deliver with our stakeholder agencies.

In Vanuatu we have the historical and cultural example of Roi Mata who looked outwards to the communities from other islands and encouraged a system of collaboration and reciprocal obligation. Previously warring communities sat in the meeting ground – the nasara – and jointly agreed on strategies to anticipate and mitigate the risks of the challenges they all faced – cyclones, volcanic eruptions, food scarcity, illnesses as well as opportunities to celebrate the seasons, births and marriages. By combining the skills, strengths, energy, ideas and technical innovation of many village communities, Roi Mata created a system that brought greater security, peace and prosperity.



Honorable Alatoi Ishmael
Kalsakau Maau'koro, Deputy
Prime Minister and Minister of
Internal Affairs



The Ministry of Internal Affairs Nasara Strategy follows this approach – look outwards to other communities operating in our sector – other Government Ministries, Development Partners, the private sector, Chiefs and community leaders, NGOs and Churches – and answers the question I asked them: “How can we cooperate to achieve resolution of cross cutting issues, encourage innovative sector wide approaches, coordination and harmonisation strategies and resource joint initiatives for a “win-win” result” to help each other to achieve the NSDP policy targets but also our Ministry’s Vision: “Governance, Representation and Inclusion for a Safe, Secure and Prosperous Vanuatu.”

Yours sincerely,



Honorable Alatoi Ishmael Kalsakau Maau'koro,
Deputy Prime Minister and Minister of Internal Affairs

2. Director General's Introduction

For the Ministry of Internal Affairs, the launch of the Nasara Strategy presages a new approach of anticipatory planning in close cooperation with our sector partners without whose support and collaboration the Ministry's work could not be achieved – the other Ministries of the Government, Development Partners, iNGOs, NGOs, Chiefs, community leaders and the private sector.

We are using the opportunity of the development of a Sector Strategy to not only acknowledge long term cross sectoral relationships but to also explore new partnerships by looking broadly outwards to other agencies, seeking opportunities for stronger and more sustainable responses to the challenges we all face – tight fiscal space, human resource constraints, pandemics, natural disasters – but also opportunities we need to jointly explore to maximise impact and minimise duplicated and competing demands for financial and human resources.

We began our consultations by using the symbol of a custom mat to represent our multi-purpose planning and delivery planning – many weft and warp threads woven together to form a strong mat that can be used as custom money like a pig's tooth or kava and yam bundles, but also as bedding in a house.

Our Minister and Deputy Prime Minister Hon. Ishmael Kalsakau Maau'koro has referred to the example of cooperation established by Chief Roi Mata over 400 years ago in anticipating future needs and devising strategies to maximise the opportunities and minimise risk.

Anticipatory Planning is a concept being broadly discussed today on the global stage but we here in Vanuatu have this proud historical example of the use of this collaborative approach to planning, an approach we have used in the preparation of our Sector Strategy,

The communities – even if they disagreed – were summoned by fire stick and drum to meet in a nasara to resolve problems, trade goods, agree to marriages, share stories and ideas and to plan ahead in anticipation of the cyclone season.

The custom systems of collaboration and consultation, working together for joint good, to prepare for natural disasters like cyclones with food storage, safe communal shelters and crop planting improved resilience of these ancient communities.

As we all know, the nasara is often under an ancient banyan tree. When a meeting is planned, mats are laid down for people to sit. Everyone is invited to the storian – surrounding communities, men, women, youths – so that many voices are heard, opinions are raised and community agreement is reached.

Many projects were too large for one community to achieve, so each agreed to contribute what they could from the skills and resources they had.



Cherol Ala Ianna
Director General
Ministry of Internal Affairs



Sheltering them is the banyan, roots deep in the soil. It is alive, growing fruiting, giving shelter and protection in storms and from the heat. The community it shelters grows strongly through collaboration consultation and agreement on joint projects – often matters of life and survival in a harsh environment.

I believe that the Ministry of Internal Affairs Sector Strategy utilised this time-honored model of the nasara tradition.

We acted innovatively in response to the constraints of COVID19 by gathering our sector stakeholders in-person meetings, group discussions, by email and virtual meetings by zoom to represent our communities and to have our voices and ideas heard. The innovative ideas and strategies voiced and captured in the Sector Strategy will not just benefit our Ministry but all of you as our sectoral partners by anticipating our joint needs and, like our forebearers by looking to our past, we will strengthen our shared future.

In recognition of the tradition of meetings in a nasara, our Ministry sought kastom approval from Malvatumauri Council of Chiefs to bestow permission for the Ministry of Internal Affairs to be called “The MoIA Nasara Strategy,” marking the launch with customary dancing, exchange of gifts to underpin the Ministry’s vision of continuing cooperation and planning, innovation and outreach to ensure the promise of a nasara that all voices are heard and accommodated.

Signed

Cherol Ala Ianna
Director General
Ministry of Internal Affairs



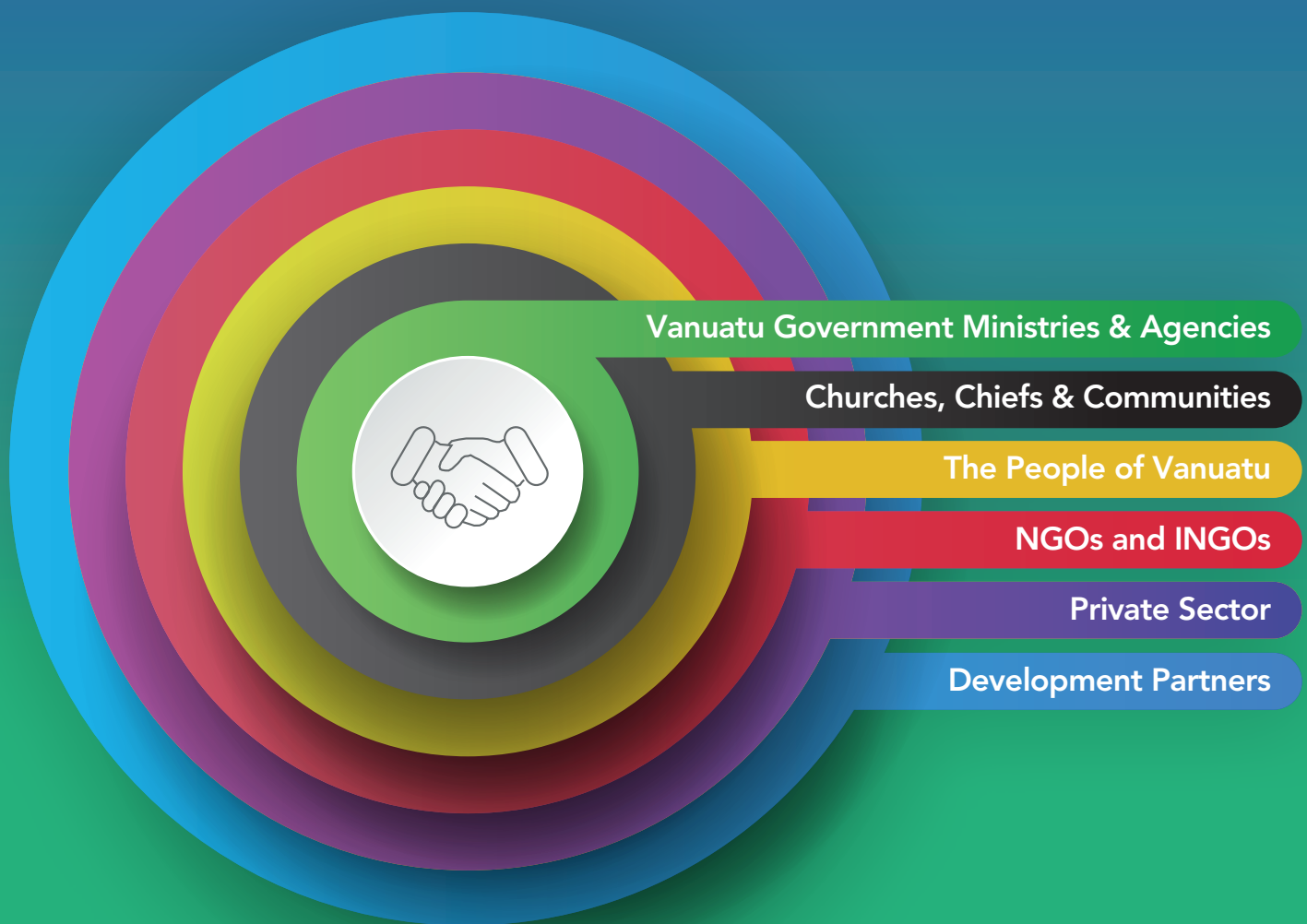
Ministry of Internal Affairs Nasara Sector Strategy

Culture, Collaboration Consultation, Cooperation and Community
Building on the Past to Shape the Future



Ministry of Internal Affairs Sector Partnerships

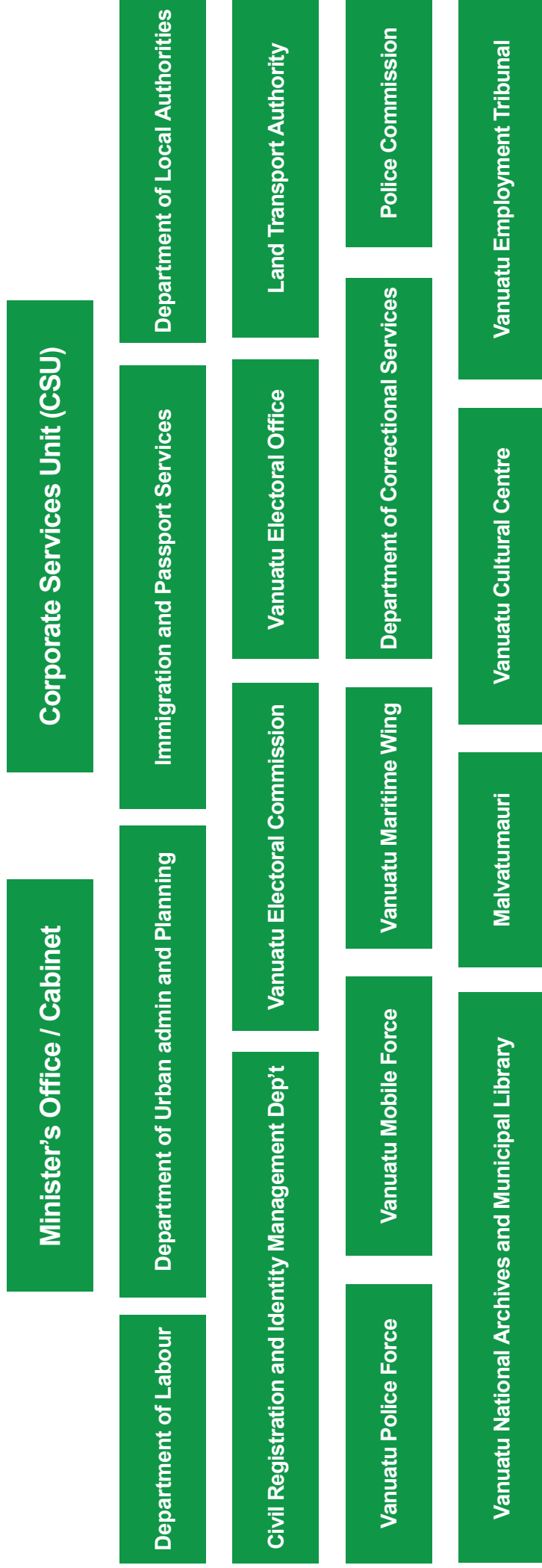
The Ministry of Internal Affairs has sought the guidance and support of our Sector Stakeholders to join in partnership to jointly resource, anticipate and support prioritised initiatives identified in the Sector Strategy 2022-2026 consultation process.





3. Ministry of Internal Affairs Sector Stakeholder Mapping

Ministry of Internal Affairs Departments, Units, Commissions, and Agencies



GoV Bodies and Agencies	GoV Ministries	Private Sector	UN Agencies	Development Partners
Parliament	Ministry of Prime Minister	Vanuatu Chamber of Commerce and Industry	UNDP	MFAT
Council of Ministers and DCO	Ministry of Finance and Economic Management		UNICEF	DFAT GfG APTC
Courts and Judicial Services Commission				
DSPAC • Sector Analysts • ACU • MandE Unit • RTI	Ministry of Education		UN Women	European Union GIZ Council of Europe
OPSC and PSC	Ministry of Health		UNFPA	British Embassy
GRT	Ministry of Lands		IOM	Embassy of France
Vanuatu National Statistics Office	Ministry of Agriculture		WHO	Embassy of Japan
DoWA	Ministry of Trade VFIPA		FAO	JICA Peoples Republic of China
VFSC	Ministry of Climate Change NDMO	NGO/CSO Sector	UNOSAT/UNITAR	SPC, PIFS, PIDC
State Law Office				
LRC	Ministry of Foreign Affairs	Vanuatu Association of NGOs (VANGO)	UNCDF	Asian Development Bank
TRBR	Ministry of Youth and Sport	Vanuatu Christian Council	ILO	World Bank
OGCIO	Ministry of Trade	Vanuatu Skills Partnership	UNDESA, UNESCAP, UNESCO	PIANZEA
RBV • FIU	Ministry of Fisheries and Maritime Affairs			MSG A-WEB



4. Ministry of Internal Affairs Sector Strategy Matrix

MoIA Statements	
New MoIA Vision Statement:	“Building Resilient Governance, Representation and Inclusion for a Safe, Secure and Prosperous Vanuatu.”
New MoIA Mission Statement:	“Establish good governance systems to better manage, strengthen and protect human and natural resources and institutions for effective delivery of social, economic and cultural beliefs.”
New MoIA Strategic Direction	“The Ministry of Internal Affairs exists to provide decentralised services to the people of Vanuatu, especially in the provinces, and for the well-being, protection of livelihoods and safety of our nation.”

Decentralisation	
Strategic Objective	To provide sound technical advice and assistance to the Ministry of Internal Affairs and Local Authorities especially the six (6) provinces on decentralisation, finance, development planning, risk management and socio-economic development in Vanuatu
NSDP Policy Objectives and Targets	<p>SOC 1: A Nation based on traditional governance and Christian principles, which underpin our culture and continue to bestow life skills and knowledge to future generations (SOC 1.4: 50%)</p> <p>SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase)</p> <p>SOC 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu (SOC 6.1: 50% reduction, 50% increase, SOC 6.4: 100%, SOC 6.5: 10% increase, 100% rolling plan)</p> <p>ENV 3: A strong and resilient nation in the face of climate change and disaster risks posed by natural and man-made hazards (ENV 3.1: 100% CC and DRM develop, 100% application, 50% formal arrangements)</p> <p>ENV 4: A nation which utilises and sustainably manages our land, water and natural resources (ENV 4.1: 50% by 2025)</p> <p>ECO 1: A stable and prosperous economy, encouraging investment and providing economic opportunities for all members of society throughout Vanuatu (ECO 1.2: 30%)</p> <p>ECO 2: Sustainable and well-maintained infrastructure and services for all, through inclusive and effective partnerships (ECO 2.3: 100%)</p> <p>ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)</p>



Strategies	Activities	KPIs	Time Frame	Resources	Implementing Sector Partners and Agencies
<p>Focal Thread 1: Define and validate government's decentralisation policy direction for Vanuatu</p>	<p>1.1 MoIA revisit and validate the existing structure to confirm coordination, resource-performance bargain, measures and standards requirements</p> <p>1.2 Establish Decentralisation Working Committee (DWC) to support the decentralisation policy</p> <p>1.3 Consultation with other ministries and stakeholders through a Decentralisation Forum on identified options and future scenarios from the decentralisation reviews undertaken</p> <p>1.4 Draft the Decentralisation Implementation Matrix</p> <p>1.5 Draft CoM paper on agreed decentralisation direction and initial action learning cycles for decentralisation</p> <p>1.6 Communications and dissemination of CoM's approve decision and sensitisation</p> <p>1.7 Undertake a strategic review of Area council spread, scale & serviceable population as part of review of decentralisation structure</p>	<p>1.1 i) Validation meeting held and resolutions compiled</p> <p>1.2 i) DWC establishes and meets regularly</p> <p>1.3 i) Consultations completed and Forum outcomes documented</p> <p>1.4 i) Decentralisation Implementation Matrix drafted and approved by DWC</p> <p>1.5 i) CoM Paper drafted and submitted to CoM</p> <p>1.6 i) Communications and Dissemination strategy completed and implemented</p> <p>1.7 i) Review outcomes to account for diversity in geography and demography across Vanuatu to support equity of Area Council budget allocation for resilient Cc & post disaster service provision</p>	<p>2022-2026</p>	<p>Internal (GoV) and external (Development Partners)</p>	<p>MoIA, DSSPAC, MIFEM, PSC, Development Partners</p>

Strategies	Activities	KPIs	Time Frame	Resources	Implementing Sector Partners and Agencies
Focal Thread 2: Review and amendment legislative frameworks and regulations in accordance with agreed decentralisation policy and directions.	2.1 Establish a legislative review task force (inclusive of legal officers of the ministries)	2.1 i) ToR for Taskforce finalised and Taskforce Members appointed	2022-2026	Internal (GoV), external (Development Partners)	PSC, MFEM, MoIA, SLO, DSPPAC
	2.2. Mandate task force to conduct future fit analysis of the legislations	2.2 i) Analysis completed and document shared on outcome of review			
	2.3 Review of existing legislation documents (Decentralisation Act, Municipal Act, 1984 Act, Government Act, PSC Act, MFEM Act etc)	2.3 i) Reviews completed and document shared on outcome of review			
	2.4 Obtain CoM's endorsement of the proposed amendments	2.4 i) CoM Paper developed and submitted			
	2.5 Draft drafting instructions to SLO for drafting of required legislative amendments	2.5 i) Drafting Instructions completed and submitted to SLO			
	2.6 Submit to parliament for approval	2.6 i) Draft amendments finalised listed for Parliament approval			



Strategies	Activities	KPIs	Time Frame	Resources	Implementing Sector Partners and Agencies
Focal Thread 3: Strengthen Planning, Budgeting, Reporting and monitoring of decentralisation policy at Provincial and Area Council levels.	3.1. Complete Review of current Provincial Structure for improved planning, reporting and coordination.	3.1 i) Approved Provincial and Area Council structure	2022-2026	Internal (GoV), external (Development Partners)	Decentralisation Working Committee (DLA, PSC, MFEM and DSPPAC)
	3.2. Develop a draft inclusive risk informed anticipatory sector planning, budgeting and monitoring guide for the sub-national level	3.2 i) An inclusive risk informed sector planning, budgeting and monitoring guide is developed			Gov't Ministries/ Dept's, DSPPAC, PSC, MFEM, Development Partners
	3.3. Consolidated planning between Area Council Development Plan and Government Department's Business Plan.	3.3 i) A consolidated Provincial Business Plan capturing sector and Area Council Development Plan			Provincial Gov't Councils and Gov't Agencies in Provinces
	3.4. Mandate Secretary General's and Councils to access provincial agencies activities and budgets, while ensuring accountability checks are in place.	3.4 i) Instructions issued by PSC and MFEM to all line agencies, SGs and Provincial Councils			PSC, MFEM, DSPPAC, DLA, Development Partners
	3.5. Mandate all Government Departments and Area Administrators to report directly to Provincial Secretary Generals	3.5 i) Instructions issued by SGs to all agencies and Area Administrators			PSC, MFEM, DLA, Provincial SGs, Development Partners
	3.6. Communicate and disseminate information on the provincial planning, reporting and coordination structure.	3.6 i) Communication and awareness undertaken 3.6 ii) Planning at provincial level for mass displacement events for at-risk populations			Decentralisation Working Committee (DLA, PSC, MFEM and DSPPAC)
	3.7. Planning for increased internal migration to urban centres for climate informed urban planning	3.7. (i) Support climate informed strategic urban planning particularly in peri-urban centres			Development Partners
	3.8. Prioritise integration of disaster & displacement management at sub-national level	3.8 (i) Build capacity of sub-national actors to respond to disasters using Vanuatu's Incident Response System			Development Partners

Strategies	Activities	KPIs	Time Frame	Resources	Implementing Sector Partners and Agencies
Focal Thread 4: Build human, financial, and infrastructure capacities at Provincial and Area Council levels for effective implementation of decentralisation directions	4.1. Identify capacity gaps in human resource (skills), funding, ICT and physical infrastructure at provincial and area councils to support implementation of decentralisation direction	4.1 i) Report on capacity gaps for provincial and area council is produced and approved	2022-2026	Internal (GoV) and external (Development Partners), Vanuatu Skills Partnership (VSP), Other NGOs	MolA, PSC, MFEM, OGCIO, MIPU, DSPAC, VSP, Development Partners, NGOs
	4.2. Secure financial and stakeholder assistance to rectify identified gaps.	4.2 i) Funding assistance approved for human resource capacity building and area council buildings	2022-2026	Internal (GoV) and external (Development Partners), Vanuatu Skills Partnership (VSP), Other NGOs	MolA, PSC, DSPAC, MFEM, Development Partners and Programs
	4.3. Implement the following to address the gaps: i) Training and organisational structure reviews ii) Delegate financial powers to SGs iii) Build new CAT 5 resistant building infrastructure for Area Councils iv) Install power systems and ICT connections on area council offices	4.3 i) Effective and productive human resource (workforce) established in the provinces 4.3 ii) Resilient Area Council buildings connected with functional ICT systems	2022-2026	Internal (GoV) and external (Development Partners), Vanuatu Skills Partnership (VSP), Other NGOs	MolA, PSC, MFEM, OGCIO, MIPU, VSP, Development Partners, NGOs



Strategies	Activities	KPIs	Time Frame	Resources	Implementing Sector Partners and Agencies
Focal Thread 5: Strengthen private sector links to enable stronger and sustained financial base for provinces and area councils	5.1. Undertake review on current legislation (Decentralisation Act, Municipalities Act, Business License Act, Cess Act and other legislation) to allow for Councils to raise revenue while avoiding 'double taxation'.	5.1 i) Review report completed on revenue options for provincial and area councils and accepted by provincial governments and national government	2022-2026	Internal (GoV), external (Development Partners)	MoIA, SLO, Dep't of Customs, MTTCNB, VFIPA, VCCI, MALFFB, Development Partners
	5.2 Develop Provincial Investment Plans for each Provinces and aligned with National Investment Policy	5.2 i) Provincial Investment Plan for each provinces completed and published.	2022-2026	Internal (GoV), external (Development Partners)	MoIA, SLO, Dep't of Customs, MTTCNB, VFIPA, VCCI, MALFFB, Development Partners
	5.3. Implement revenue initiatives identified with the private sector	5.3 i) Emergence of new private sector initiatives in collaboration with provincial and area councils	2022-2026	Internal (GoV), external (Development Partners)	MoIA, SLO, Dep't of Customs, MTTCNB, VFIPA, VCCI, MALFFB, Development Partners
Strategies	Activities	KPIs	Time Frame	Resources	Implementing Sector Partners and Agencies
Focal Thread 6: Develop partnership and engagement strategies for other stakeholders including Development Partners in the implementation of the decentralisation policy.	6.1. Commission a study including foresight analysis on partnership and engagement policy for the implementation of decentralisation policy, developing foresight capability and required information flows for ongoing decentralisation support	6.1 i) Provincial Engagement Policy developed and approved	2022-2026	Internal (GoV), external (Development Partners)	MoIA, DSPAC, Dep't of Foreign Affairs, Aid Coordination Unit, VANGO, Development Partners

	6.2. Draft CoM paper to mandate and engage Development Partners, private sector/institutions, NGOs, other stakeholders in the implementation of the decentralisation policy	6.2 i) CoM Paper developed and approved	2022-2026	Internal (GoV), external (Development Partners)	MoIA, DSPPAC, Dep't of Foreign Affairs, Aid Coordination Unit, VANGOV, Development Partners
	6.3. Implement Engagement Policy document	6.3 i) Provincial Engagement Policy implemented	2022-2026	Internal (GoV), external (Development Partners)	MoIA, DSPPAC, Dep't of Foreign Affairs, Aid Coordination Unit, VANGOV, Development Partners
Strategies	Activities	KPIs	Time Frame	Resources	Implementing Sector Partners and Agencies
Focal Thread 7. Initiate MoIA infrastructure hubs in Provincial centres and Area Councils	7.1. Undertake a stocktake on the existing MoIA services delivered at the Provincial Centres and Area Council and determine current capacity building and resource agility for a centralised MoIA agency presence. 7.2. Build risk informed and future-fit one-stop-shop building in provincial centres and area council for MoIA services	7.1 i) Report on MoIA services at provincial and area councils completed and approved. 7.2 i) One-Stop Shop of MoIA agencies established in all Provinces 7.2 ii) Harmonised services delivered at both provincial and area councils	2022-2026	Internal (GoV), external (Development Partners)	MoIA, MFEM, Development Partners



INNOVATION and INTEGRATED DATA MANAGEMENT					
To provide an anticipatory, inclusive and innovative integrated data management system for Vanuatu					
Strategic Objective	NSDP Policy Objectives and Targets				
	<p>SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase)</p> <p>SOC 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu (SOC 6.1: 50% Reduce, 50% Increase, SOC 6.3, SOC 6.4: 100%)</p> <p>SOC 6.9: Strengthen research, data and statistics for accountability and decision-making</p> <p>ECO 1: A stable and prosperous economy, encouraging investment and providing economic opportunities for all members of society throughout Vanuatu (ECO 1.2: 30% Increase)</p> <p>ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)</p> <p>ECO 4.9: Strengthen dialogue between government and the private sector, and enact a robust governance framework for effective partnership</p>				
Policy and Legislation Framework	Decentralisation Act and Policy, Civil Registry and Identity Management (CRIM) Act #28 2021 and Policy, Vanuatu National Identity (VNI) Act #27 2021 and National ID Policy; TRBR Act, Cyber Crime Act and Policy, Data Protection and Privacy Policy; Right to Information Act No 13 2016				
Strategies	Activities	KPIs	Time Frame	Resources	Implementing Sector Partners and Agencies
Focal Thread 1: Innovative Integrated data management systems across Sector, and opportunities and possibilities	1.1 Establishment of Population Register as per CRIM ACT 28/2021 and VNI ACT 27/2021	<ul style="list-style-type: none"> i) Utilise CRIM Working Groups x 3 to develop Population Register ii) Seek funding support for TA expertise iii) Seek GfG support for legal TA for Regulations 	2022-2023	Financial, Technical,	CRIM, OGCIO
	1.2 Interoperability of Population Register with Gov't registers (Elections, Health, Education, Employment, Lands, Tax, Housing, Single Window project, etc.)	i) Utilise OGCIO services to create interoperability of Gov registers	2023-2026	Financial, Technical, Governance (Policy, legislation, human resource)	CRIM, OGCIO, Gov't Stakeholders
	1.3 Interoperability of Population Register with Private Sector e.g., Banks, Business Register, etc.	i) Utilise OGCIO services to create interoperability of Private Sector registers	2024-2026	Financial, Technical, Governance (Policy, legislation, human resource)	CRIM, OGCIO, Private Sector Stakeholders

1.4 Establishment of Migration Information and Data Analysis System (MIDAS) and integrated with (1) TARDIS (Immigration) passport processing management system and (2) Labour, Foreign Affairs regarding Residency permit, work permit and Visa management.	i) Utilise OGCIO services to create interoperability of Immigration register ii) Seek GfG support for legal TA for Regulations under Data Protection and Privacy Act	2022-2023	Financial, Technical, Governance (Policy, legislation, human resource)	Immigration, Labour, ILO, Foreign Affairs, IOM, SLO, LRC, CRIM
		2023	Financial, Technical, Governance (Policy, legislation, human resource)	OGCIO, CRIM, TRBR, DLA, Development Partners
1.5 Development of mobile software application (CRIM apps) that enhance inclusive innovation and data collection for notification app for birth and death reporting	i) Utilise OGCIO and TRBR expertise to develop CRIM App ii) Seek funding support from Development Partners for technical expertise for Apps Developer	2023	Financial, Technical, Governance (Policy, legislation, human resource)	OGCIO, CRIM, TRBR, DLA, Development Partners
		2024	Financial, Technical, Governance (Policy, legislation, human resource)	OGCIO, CRIM, TRBR, Citizenship Office, Immigration, Development Partners
1.6 Development of a Citizenship web-based portal needing National ID to log-in developed as a repository, archive, citizen data management with robust security protocols.	i) Liaise with OGCIO, TRBR and private sector to develop a Project Proposal (NPP) for Gov consideration ii) Seek funding support from Development Partners for technical expertise for Apps Developer	2024	Financial, Technical, Governance (Policy, legislation, human resource)	PMO, MFEM, MoIA, OGCIO, TRBR, Private sector, Development Partners
		2024	Financial, Technical, Governance (Policy, legislation, human resource)	PMO, MFEM, MoIA, OGCIO, TRBR, Private sector, Development Partners
		2024	Financial, Technical, Governance (Policy, legislation, human resource)	PMO, MFEM, MoIA, OGCIO, TRBR, Private sector, Development Partners
1.7 Establishment of Vanuatu TIER 3 Data Centre to manage and store biometric data	i) Liaise with OGCIO, TRBR and private sector to develop a Project Proposal (NPP) for Gov consideration ii) Seek funding support from Development Partners iii) Discuss PPP investment opportunities with Private Sector	2024	Financial, Technical, Governance (Policy, legislation, human resource)	PMO, MFEM, MoIA, OGCIO, TRBR, Private sector, Development Partners
		2024	Financial, Technical, Governance (Policy, legislation, human resource)	PMO, MFEM, MoIA, OGCIO, TRBR, Private sector, Development Partners
		2024	Financial, Technical, Governance (Policy, legislation, human resource)	PMO, MFEM, MoIA, OGCIO, TRBR, Private sector, Development Partners
1.8 Build capacity of CRIM officers	1.8 i) Training opportunities identified to build capacity of CRIM technical officers i.e. data base maintenance 1.8. ii) Identify anticipatory leadership training for decision-makers	2022-2026	GoV and Development Partners	GoV, OGCIO, PIANZEA, Development Partners
		2023-2024	GoV and Development Partners	GoV, ACU, DSPPAC, MFEM PWD and Development Partners
1.9 Build a new CRIM Office	1.9.1 Seek donor funding for construction of a new CRIM office to professionally house equipment and staff "future fitting" CRIM for strong service delivery	2023-2024	GoV and Development Partners	GoV, ACU, DSPPAC, MFEM PWD and Development Partners



Strategies	Activities	KPIs	Time Frame	Resources	Implementing Sector Partners and Agencies
Focal Thread 2: Coordination strategies	2.1 Establishment of the Decentralisation Forum, an annual event where innovations and integrated data management systems could be displayed. Population issues regarding growth and impacts could also be discussed.	i) Seek Development Partner funding support for initial fora ii) Apply for recurrent NPP in Gov MBC cycle sustainability of the event in annual Gov business cycle	Annually Annually	GoV and Development Partners - Financial, Technical GoV and Development Partners - Financial, Technical	MolA, PMO, MFEM and private sector MolA, PMO, MFEM and private sector
	2.2 Establishment of MolA and development partner quarterly meeting	i) Seek donor support ii) Apply for recurrent NPP in Gov MBC cycle sustainability of the event in annual Gov business cycle	Quarterly per Year 2022	GoV and Development Partners - Financial, Technical GoV	MolA and Development Partners GoV
	2.3 Establishment of MolA Week building on Labour Day annually, with Foresight conference to be an agenda of activities.	i) Utilise MolA resources and expertise to develop the Foresight Conference Initiative with regional and national participants ii) Seek donor support for Conference logistics	Annually Annually	GoV and Development Partners - Financial, Technical GoV and Development Partners - Financial, Technical	MolA, Private Sector, OGCI and TRBR and Development Partners MolA, Private Sector, OGCI and TRBR and Development Partners
	2.4 Attendance to International Fora relating to innovation, ICT, integrated data management systems, etc. (Cost effective forums should be given priority where virtual held and on MS Teams)	iii) Seek Private Sector support (PPP) i) Establish a committee to identify programs and to select attendees across multi-Government agencies	Annually Annually 2022 then Annually	GoV and Development Partners - Financial, Technical GoV and private sector GoV and Development Partners - Financial, Technical	MolA, Private Sector, OGCI and TRBR and Development Partners Private Sector, and TRBR and Development Partners MolA and Development Partners

	2.5 Support the PMO in coordinating the National Development Forum	i) Identify MoIA representatives to assist with coordination and attendance with DSPPPAC	October annually	GoV	DSPPPAC, MoIA, MFEM and partners
Strategies	Activities	KPIs	Time Frame	Resources	Implementing Sector Partners and Agencies
Focal Thread 3: Policies and legal frameworks enabling innovation and integrated data management	3.1 Support Data Protection and Privacy policy and legislation development to provide data privacy and protection principles consistent with the needs of the people of Vanuatu	i) Utilise existing Data Protection and Privacy Taskforce ii) Seek funding to finalise and validate foresight brief on data protection	2022-2023	GoV and Development Partners - Financial, Technical	OGCIO, TRBR, CRIM, RTI, VNSO, RBV, Development Partners
	3.2 Support the Implementation of the ICT Policy, Cyber Security policy, Cyber Crime Act in relation to Biometric data management	i) Input to OGCIOS Implementation Plan and support as needed ii) Work with OGCIO and Development Partners to develop a common digital ID platform iii) Work in close collaboration with universities (local and global) and MoET in sustainability and capacity building in ICT	2022-2023	GoV and Development Partners - Financial, Technical	OGCIO, RIT, TRBR, MoIA, Development Partners
	3.3 Develop Regulations, protocols, MOU for data access and sharing	i) Utilise expertise of CRIM Working Group ii) Seek funding support for TA expertise iii) Seek GfG support for legal TA for Regulations	2023-2024	GoV and Development Partners - Financial, Technical	SLO, OGCIO, TRBR, MoIA, Development Partners



A Secure and Prosperous Vanuatu

The following key issues were identified during the consultation phase with MoIA key partners based on their areas of expertise. These issues were highly considered in developing this strategic plan focusing on three thematic areas, A safe, secure and Prosperous Vanuatu.

Some challenges highlighted during the consultation encompasses of the following:

- Existing legislations/policies are not fully implemented to support inclusivity in all aspects of life
- Lack of resources and infrastructure to address the safety and protection of Vanuatu
- Lack of financial institution and proper economic governance to promote and support economic empowerment of Ni-Vanuatu citizens.

The matrix below comprises of thread strategies, activities, key indicators, resources and implementing agencies to ensure access, usage, partnership and collaboration are fully implemented to achieve a safe, secure and prosperous Vanuatu.

A SAFE, SECURE and PROSPEROUS VANUATU	
Strategic Objective	A SAFE, SECURE AND PROSPEROUS VANUATU
NSDP Policy Objectives and Targets	<p>SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase)</p> <p>SOC 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu (SOC 6.1: 50% Reduce, 50% Increase, SOC 6.4: 100%)</p> <p>ECO 1: A stable and prosperous economy, encouraging investment and providing economic opportunities for all members of society throughout Vanuatu (ECO 1.2: 30% Increase)</p> <p>ECO 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity (ECO 3.6: 30% increase)</p> <p>ECO 4: An enabling business environment, creating opportunities and employment for indigenous and foreign entrepreneurs throughout Vanuatu. (ECO 4.5, ECO 4.6, ECO 4.7)</p>

Strategies	Activities	KPIs	Time Frame	Resources	Implementing Sector Partners and Agencies
Focal Thread 1: Adopt an inclusive approach to promote participation of all Ni-Vanuatu citizens in all Decentralised services of MoIA	1.1 Strengthen partnership and working collaboration within MoIA departments	1.1.i) Monthly Meetings with MoIA executives addressing working collaboration of departments under MoIA	2022-2026	MoIA	MoIA (DOL, DLA, VIS, DUAP, External Ministries, NGOs, Development Partners, Police.
	1.2 Enact political reforms that promote gender balance in Elections.	1.2.i) Reserve seats allocated for National Election	2022-2024	Development Partner Funding	MoIA (DOL, DLA, VIS, DUAP, External Ministries, NGOs, Development Partners, Police
	1.3 Ensure all public Infrastructure facilities are safe, secure and accessible to all vulnerable groups	1.3.i) 50% of all public facilities in all provinces adhered to building codes and standards.	2022-2026	World Bank Funding and VAN GOV Funding, Human Resource	MoIA (DUAP) and World Bank
	1.4 Increase the number of decent, productive employment opportunities, particularly for young women, men, and people with disabilities	1.4.i) 50% of Participation of vulnerable groups in Domestic Labour Markets and Overseas Labour Mobility programmes	2022-2026	VAN GOV and Development Partner Funding	VCCI, Labour Mobility approved Employers, Development Partners
	1.5 Promotion and Marketing of trade dispute tribunal	1.5.1 90% Vanuatu work force have knowledge of the roles and access to the services of Trade Dispute tribunal	2022-2026	Van. Gov't and Development Partner Funding	MoIA, Trade Dispute Tribunal office, Development Partners



Strategies	Activities	KPIs	Time Frame	Resources	Implementing Sector Partners and Agencies
<p>Focal Thread 2: Strengthen existing legislation to provide access to a safe equitable economic opportunity to all Ni-Vanuatu Citizens</p>	<p>2.1 Implementation of emergency employment schemes</p> <p>2.2 Establishment of National Employment policy to protect Employment of Ni-Vanuatu citizens</p> <p>2.3 Strengthening of thirteen priorities in the existing national labour mobility policy.</p>	<p>2.1 i) Roll-out of implementation plan of emergency employment scheme in all six provinces</p> <p>2.2.1 Implementation of National Employment Policy:</p> <ul style="list-style-type: none"> i) Consultation is conducted with GOV. key stakeholders on current and future employment trends ii) Policy Paper is Drafted and Presented before DCO and COM. iii) Launch of National Employment Policy <p>2.3.1 Ensure Thirteen priorities of the labour mobility policy are fully implemented:</p> <ul style="list-style-type: none"> i) 70% fair selection and participation of Ni-vans citizens in the labour mobility program across six provinces ii) Progress Work ready training availability within Vanuatu training institution meeting the demands of International Labour Market needs. iii) Appointment of country liaison officers in Australia and New Zealand to address welfare issues of workers iv) 100% registration of labour mobility workers with VNPF for superannuation contribution v) Support labour mobility programme "Family I Redi." 	<p>2022-2026</p> <p>2022-2026</p> <p>2022-2026</p>	<p>Development Partners</p> <p>Development Partners</p> <p>Development Partners</p>	<p>Skills Partnership, DLA, DOL, NGOs, Development Partners, VCCI</p> <p>APTC, World Vision, National committee for labour mobility, VNPF, MFAICET, Development Partners</p> <p>APTC, World Vision, National committee for labour mobility, VNPF, MFAICET, Development Partners</p>

<p>2.4 Develop National re-integration policy linking all vocational / non vocational training institution, financial institution to upskill Ni-Vanuatu into entrepreneurship and business</p> <p>2.5 Review of minimum wage legislation</p>	<p>2.4.1 Training institutions to provide financial literacy capacity building training.</p>	<p>2022-2026</p>	<p>VAN GOV funding and Development Partner Funding</p>	<p>MoIA, MOE, Skills Partnership, Financial Institution (ANZ Bank), APTC, VLAB</p>
<p>2.5.1 i) Conduct consultation with tripartite Partners and relevant government stakeholders.</p>	<p>2.5.1 i) Conduct consultation with tripartite Partners and relevant government stakeholders.</p>	<p>2022-2026</p>	<p>TA, Development Partner Funding, Support of VAN. GOV</p>	<p>DOL, Price Control unit, DSSPAC, Tripartite Partners, NGOs, Development Partners</p>
<p>2.5.2 ii) Development of Policy paper to address the following: ii) Minimum wage rate per sector\ industry iii) Setting up of Minimum wage committee</p>	<p>2.5.2 ii) Development of Policy paper to address the following: ii) Minimum wage rate per sector\ industry iii) Setting up of Minimum wage committee</p>	<p>2022-2026</p>	<p>TA, Development Partner Funding, Support of VAN. GOV</p>	<p>DOL, Price Control unit, DSSPAC, Tripartite Partners, NGOs, Development Partners</p>
<p>2.6 Develop social protection policy</p>	<p>2.6.i) Conduct consultation with Tripartite partners and with relevant GOV. stake holders Endorsement of Vanuatu Government to ILO for technical support</p> <p>2.6 ii) Launch social protection policy</p> <p>2.6 iii) Prepare social protection policy paper for DCO/COM's endorsement</p>	<p>2022-2026</p>	<p>ILO (TA), VAN GOV. and Development Partner Funding</p>	<p>MoIA - DOL, DSSPAC, VNPF, Development Partners</p>
<p>2.7 Introduce remote working category visa and other types of Visas that promotes and support new investment and business in Vanuatu</p>	<p>2.7.i) implementation of remote visa</p>	<p>2022-2026</p>	<p>ILO (TA), VAN GOV. and Development Partner Funding</p>	<p>Tripartite Partners, VIS, VFIPA, VFSC, DCIR, Ministry of Trades, Development Partners</p>
<p>2.8 Implementation of Employment Vanuatu online platform</p>	<p>2.8.i) Increased freely available visibility for job seekers and employers in Vanuatu through a broad marketing network</p>	<p>2022-2026</p>	<p>TA(ILO), Structure, Human Resource and Funding</p>	<p>DOL, VCCI, OGCIO, Development Partners</p>

<p>3.4 Establishment of Examination officer to assess and analyse reports on forged immigration documents</p>	<p>3.4.i) Recruitment of Examination officer.</p>	<p>2022-2026</p>	<p>Funding to support implementation of VIS structure to accommodate the Examination post</p>	<p>VIS, CSU, OPSC</p>
<p>3.5 Partnership with Communities to establish and increase Community policing within the 71 Area councils</p>	<p>3.5.i) Establishment of 71 Area Council Police Sub-Post 3.5.ii) Merging of traditional policing into formal policing system 3.5.iii) Strengthened working partnership between Area Administrators and Established Provincial Police</p>	<p>2022-2026</p>	<p>Development Partners, Infrastructures, Human Resource</p>	<p>VPF, MoIA stakeholders, DLA, Development Partners</p>
<p>3.6 Patrol Targeted Economic Exclusive Zone (EEZ) and harbour security</p>	<p>3.6.i) Increase police presence and walking patrols; police presence improves security</p>	<p>2022-2026</p>	<p>Development Partners, Staffing, Facilities, structure</p>	<p>VPF, Development Partners, DLA (MoIA)</p>
<p>3.7 Humanitarian relief and disaster response, and assistance to communities.</p>	<p>3.7.i) Good working collaboration and partnership between VPF/VMF and key MoIA partners in disaster response facilitated through series of anticipatory and risk-informed planning engagement</p>	<p>2022-2026</p>	<p>Development Partners, Human resource, Structure, Fleet</p>	<p>VMF, NDMO, VPF, MOH, DLA, NGOs</p>
<p>3.8 Passport and travel document security features review</p>	<p>3.8.i) Yearly Review of passport and travel document security features to meet international requirement</p>	<p>2022-2026</p>	<p>Printing facilities, Staffing and Funding</p>	<p>MoIA (VIS), Donor Partners, Development Partners</p>
<p>3.9 Support MoIA agencies to up-date and operationalise a necessary Business Contingency Plans</p>	<p>3.9.i) Up-date Business Contingency Plans with sector stakeholder partners to mitigate threats from national disasters, emergencies and pandemics</p>	<p>2022-2026</p>	<p>Internal/GoV</p>	<p>All MoIA agencies, OGCIO, NDMO, OPSC, NGOs</p>
<p>3.10 Liaise with MFEM and SLO to explore possible modalities for a Rolling Trust Fund for rapid response to emerging natural disasters, emergencies and pandemics</p>	<p>3.10.i) Meet MFEM SLO to discuss legal policy and funding frameworks</p>	<p>2022 - 2024</p>	<p>Internal/GoV</p>	<p>MoIA CSU, MFEM, SLO, National Disaster Committee, NDMO</p>



SECTOR COOPERATION, DEVELOPMENT PARTNER COORDINATION and RESOURCING STRATEGIES

Strategic Objective		To streamline external support to MoIA as expressed in Corporate Plan 2022-2026		SDG Linkages	
NSDP POLICY OBJECTIVE		NSDP Policy Targets		SDG Linkages	
NSDP Policy Objectives and Targets Note: Vanuatu is signatory to Paris Declaration and Busan Accord (Aid Effectiveness)	SOC 6.8: Coordinate donor resources to align with national objectives	SOC 6.8.2 Percentage of aid for the government sector using Vanuatu government PFM systems SOC 6.8.3 Percentage of aid for the government sector using Vanuatu procurement systems	10.b 10.b.1 (Tier 1/2) 16.6 16.6.1 (Tier 1)		
	SOC 6.9: Strengthen research, data and statistics for accountability and decision-making	SOC 6.9.1 NSDP data reviewed annually	17.9 17.18		
Strategies	Actionable Recommendation	Indicators	Time Frame	Resources	Implementing Sector Partners and Agencies
Focal Thread 1: Harmonisation issues: Stronger engagement with Development Partners and NGOs	1.1 Regular cross sector meetings	1.1.1 Concept Note on Working Group mandate, membership and meeting model i) Concept Note drafted and approved by DG ii) DCO Paper iii) COM Paper	Q3 2022	Internal	MoIA/DSPPAC/ MFEM
	1.1.2 Identify funding for 3 meetings a year rotating between provinces on NTT model focusing on national issues for MoIA and decentralised issues	i) Develop an NPP for funding 3 meetings per annum	April 2022	Internal/ Development Partner Funds	MoIA/DSPPAC/ MFEM / Development Partners
	1.2 MoIA Prioritisation of Sector Development Needs	1.2 i) Collation of Sector Development Needs and priority development projects informed by foresight briefs			

		1.2 ii) Meeting SA DSPPAC and EA MFEM with prioritised initiatives for Sector Development projects drafted/finalised for consideration by DSPPAC	Quarter 4 and Quarter 1 annually	Internal	MoIA, DSPPAC, MFEM
		1.2 iii) Meeting ACU team with prioritised initiatives for Sector Development projects drafted/finalised for consideration for inclusion in GIP	Quarter 2-3 annually	Internal	MoIA, DSPPAC
		1.2 iv) Meetings with Development Partners with prioritised initiatives for Sector Development projects drafted/finalised for consideration and indication of interest	Quarter 2 annually	Internal/ Development Partners	MoIA/ Development Partners
		1.2 v) Draft NPPs and GIPs for MBC Cycle	Quarter 1-2 annually	Internally	MoIA/DSPPAC/ MFEM
	1.3 Review of the National Aid Management Policy	1.3 i) Concept Note of the impact of the reviewed Aid Management Policy drafted including foresight section	Q2 2022	Internal/ Development Partner Funds	MoIA/ Development Partners
		1.3 ii) Draft concept note of the review analysing the impact on MoIA in terms of focussing registration efforts on primary contractors not registered with VFSC as opposed to all NGO's	Q2 2022	Internal/ Development Partner Funds	MoIA/ Development Partners
	1.4 Consultation and drafting of the policy roll out	1.4 i) DCO/COM Paper drafted and submitted to clarify NGO responsibilities – MOUs with NGOs and MoIA	Q1 2022	Internal/ Development Partners	Vanuatu Government
		1.4 ii) Reporting templates etc developed	2022	Internal/ Development Partners	Vanuatu Government



Strategies	Actionable Recommendation	Indicators	Time Frame	Resources	Implementing Sector Partners and Agencies
Focal Thread 2: Closer Cooperation Mechanisms With DSPPAC's SAS, MandE Unit and ACU and MFEM's EAS, OPSC, PMO, DOFA Alignment With NSDP and National Aid Management Policy	2.1 Regular sectoral Meetings	2.1.i) Identification of key sector stakeholders with regular meetings held to ensure proper coordination of project implementation and scanning of emerging trends and lessons learned from implementation a. Departments b. Statutory bodies c. NGOs c. Provincial governments (x6) d. DSPPAC	Quarterly	Internal/ Development Partner Funds	MoIA / DSPPAC / MFEM / Development Partners
		ii) Meeting Agenda, Outcomes and minutes and way forward	Quarterly	Internal/ Development Partner Funds	MoIA / DSPPAC/ MFEM / Development Partners
		2.1.iii) Consultations through the 6 provinces on development matters/ opportunities	Yearly	Internal/ Development Partner Funds	MoIA / DSPPAC / Development Partners
		2.1 iv) Concept note of consultations drafted	Yearly	Internal/ Development Partner Funds	MoIA / DSPPAC / Development Partners
	2.2 Provide technical analysis to strengthen technical government decision bodies such as the Central Agencies Committee (CAC).	2.2 i) Outcome Reports containing decisions (COM Decisions)	Quarterly	Internal	MoIA / Gov
		2.2.ii) Prioritising Directors/DG's/ and technical Staff commitment to CAC, MBC, COM, and Etc.	Quarterly	Internal	MoIA / Gov

2.3 Establishment of the Project Management Unit (PMU) under the MoIA DG's Office to coordinate project funds and mainstream development support (technical and financially) to the implementing agencies (procurements)	2.3.i) CSU Restructure prepared including PMU drafted and endorsed	March 2022	Internal	MoIA
	2.3 ii) CSU Restructure incorporating PMU developed signed and submitted	March 2022	Internal	MoIA
2.4 Identify Sectoral Stakeholders	2.3 iii) Support sought from partners for vacant PMU posts	May 2022	Internal/ Development Partner Funds	MoIA / Development Partners
	2.4.1 i) Undertake a stakeholder marking exercise	March 2022	Internal	MoIA
	2.4 ii) MoIA Stakeholder Map	March 2022	Internal	MoIA



Strategies	Actionable Recommendation	Indicators	Time Frame	Resources	Implementing Sector Partners and Agencies
Focal Thread 3: Strengthen process compliance and institutional capacity for reporting, financial planning, financial management, project implementation and HR issues	3.1 Prioritisation injection of Financial and Human Resources towards implementation of Sector Strategy/MoIA Cooperate Plan 2022-2026	3.1.i) Prioritise key technical vacant positions under the MoIA	By end of 2022	Internal/ Development Partner Funds	MoIA, PMO,(OPSC), MFEM
		3.1 ii) Identify critical positions needed for Sector strategy in prioritised tabular form i.e. Identity Management.	By end of 2022	Internal/ Development Partner Funds	MoIA, PMO,(OPSC), MFEM
		3.1 iii) Vacant technical positions prioritised, advertised and recruited	May 2022	Internal/OPSC /Development Partner Funds	MoIA, OPSC, Development Partners
		3.1 iii) Seek support as/if needed for key positions i.e.Advisor to SG and Provincial Planner for development of new Provincial Priority Plans	June 2022	Development Partners	MoIA, OPSC, Development Partners
	3.1.2 Provide Capacity building support to the MoIA Departments and Agencies	3.1.2 i) Training and capacity building courses/opportunities identified and explored.	End of year 2022	Internal/ Development Partner funds	MoIA
		3.1.2.ii) MoIA HRD Strategy	August 2022	Internal/ Development Partner funds	MoIA / Development Partners
	3.1.2.iii) Request submitted OPSC and to Development Partners to Co-fund the training.	End of Year 2022	Internal/ Development Partners	MoIA	

3.2 Strengthen procedural and Administrative powers of Departments, Statutory agencies, Municipalities and ward councils, and local government and Area councils to implement large – small scale projects.	3.2.i) Development of provincial government policies i.e. Provincial Priority Plan and strategies	Q3 2022	Development Partner funds, ODI	MoiA / Development Partners / ODI
	ii) Draft provincial policies/ strategies in place	End of Year 2022	Development Partner funds, ODI	MoiA / Development Partners / ODI
	3.2.iii) Delegation of relevant government service deliveries down to provincial government. Refer to Actionable Recommendation 2.4.	End of Year 2022	Internal	MoiA
	3.2 iv) Memorandum of Cooperation (MoC) signed between government Dept't with provincial government – provincial technical advisory committee (PTAC), Technical Advisory Group (TAG – Area Council level)	End of Year 2022	Internal	MoiA
3.3. Capacity build MoiA provincial staff with qualified individuals to carry out the outsourced service deliveries	3.3 i) Hiring of new provincial MoiA staff	End of Year 2022	Internal	MoiA
3.4 Training conducted on Financial management, budget submissions and MandE of government activities	3.4 i) Training program developed annually for all 6 provinces	Yearly	Internal/ External	MoiA, DSPPAC, MFEM
	3.4 ii) NPP/GIP for recurrent Provincial Outreach Training and Capacity Building developed (1,000,000 per province) as recurrent NPP	May 2022 for 2023 Budget Cycle	Internal/ Development Partner Funds	MoiA / DSPPAC / Development Partners



	<p>3.5 Prioritising Sector development planning and approaches to project implementation and ensure alignment to business plan/ cooperate plan.</p>	<p>3.5 i) Carry out project planning, consultation (risk informed design, costing, schedule, and MandE) ahead of time. And align to business plan, cooperate plan</p>	<p>Half Yearly</p>	<p>Internal</p>	<p>MoIA</p>
		<p>3.5 ii) Project proposals submitted to DG MoIA</p>	<p>Half Yearly</p>	<p>Internal</p>	<p>MoIA</p>
	<p>3.6 Acquire Updated Project Management System to track project implementation</p>	<p>3.6 i) Set up and installation of the Project Management System</p>	<p>End of Year 2022</p>	<p>Development Partner Funds</p>	<p>MoIA</p>
	<p>3.7 MoIA Risk Mitigation and Anticipatory Planning</p>	<p>3.7.i) Utilise MoIA Corporate Plan Risk Mitigation strategies to create Anticipatory Risk Mitigation Strategy in table format</p>	<p>Quarter 1 2022, Updated Annually</p>	<p>Internal</p>	<p>MoIA</p>

CUSTOM, CULTURE and COMMUNITY ENGAGEMENT

Strategic Objective	To preserve and promote the culture and kastom of Vanuatu by supporting, facilitating and encouraging customary systems and governance systems throughout Vanuatu to uphold custom, tradition, community and youth engagement to promote respect and protection issues in all areas of life				
<p>NSDP Policy Objectives and Targets</p> <p>SOC 1: A Nation based on traditional governance and Christian principles, which underpin our culture and continue to bestow life skills and knowledge to future generations (SOC 1.1: 50% Increase, SOC 1.2, SOC 1.3: 30% Increase, SOC 1.4: 100%)</p> <p>SOC 4: An inclusive society which upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups and the elderly are supported, protected and promoted in our legislation and institutions. (SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase)</p> <p>SOC 5.5: Strengthen links between traditional and formal justice systems and the role of chiefs in maintaining peace and stability</p> <p>SOC 5.5.1 Total number of annual community engagement activities undertaken by national law enforcement officers (SOC 5.5.1 60% increase)</p>	<p>Activities</p> <p>1.1 Strengthening and aligning institutional capacity</p> <p>1.2 Registration and identity of custom authority</p>	<p>KPIs</p> <p>1.1.i) Consultation and Legislation review</p> <p>1.1.ii) Review on the organizational structure</p> <p>1.2.i) Implementation of 19 resolutions (Annex 1. Resolutions of the Malvatumauri Council of Chiefs 2011)</p>	<p>Time Frame</p> <p>2022-2026</p> <p>2022-2026</p> <p>2022-2026</p>	<p>Resources</p> <p>Long term partners</p> <p>Malvatumauri, partners</p> <p>Malvatumauri, partners</p>	<p>Implementing Sector Partners and Agencies</p> <p>Malvatumauri, Provincial Gov't groups; VANGO, VCC; Development Partners</p> <p>Malvatumauri, Provincial Gov't groups; VANGO; Development Partners</p>
<p>Strategies</p> <p>Focal Thread 1: Community Engagement with Chiefs</p> <p>(how and with what, for what purpose, What does “engagement” mean?)</p>					



Strategies	Activities	KPIs	Time Frame	Resources	Implementing Sector Partners and Agencies
Focal Thread 2: Community Engagement of Custom, Tradition and Culture	2.1 Preserve, protect and promote cultural knowledge and practices	2.1.i) Documentation and Data registration	2022-2026	VKS, UNESCO	VKS, Malvatumauri, Lands, Provincial Gov't groups; VANGO; Development Partners
		2.1.ii) Protection and Promotion of Vanuatu cultural industry and trade	2022-2026	VKS, UNESCO	
	2.2 Develop National Cultural Policy	2.2.i) Policy documented and approved by COM	2022-2026	VKS, UNESCO	Justice Sector (Police, DBKS, DoWA, Disability, Justice, Human Rights, Malvatumauri), MoIA, Development Partners
		2.3 Re-establish the Cultural Field Workers Programme	2.3.i) Liaise with potential Development Partners for funding resourcing	2022	GoV and Development Partners
	2.3.ii) Draft NPP / GIP request for recurrent resourcing	May 2022	GoV and Development Partners		
	2.3.iii) Implement programme	2023-2026	GoV and Development Partners		

Strategies	Activities	KPIs	Time Frame	Resources	Implementing Sector Partners and Agencies
Focal Thread 3: Community Engagement for community justice supervision	3.1 Community policing as a sector	3.1.i) Maintain law and order	2022-2026	VAPJP, NZ aid	Justice sector, Development Partners
	3.2 Liaise with MFAT for extension of support for community based initiative	3.2.i) Meetings with MFAT, DSPPAC, ACU, National Youths Council and DBKS and Police, justice sector and Malvatumauri on design and implementation possibilities	2022	GoV, MFAT	DSPPAC, ACU and DBKS and Police, justice sector, Malvatumauri, Development Partners
Strategies	Activities	KPIs	Time Frame	Resources	Implementing Sector Partners and Agencies
Focal Thread 4: Community Engagement with Church for preservation of beliefs and utilisation of broad network for community engagement delivery	4.1 Enhancing the community Christian principal and faith based organization	4.1.i) Identification and Registration of existing religious organization	2022-2026	VCC, NGO desk	Religious Affairs, VCC, Malvatumauri, Provinces
		4.1.ii) Registration or documentation of religious programs	2022-2026	VCC, NGO desk	VCC, NGO desk
		4.1.iii) Meetings with MFAT, DSPPAC, ACU, DBKS and VCC re ongoing support for community support on church network	2022	GoV, MFAT	DSPPAC, ACU, DBKS and VCC, Development Partners



Strategies	Activities	KPIs	Time Frame	Resources	Implementing Sector Partners and Agencies
Focal Thread 5: Community Engagement with NGOs and iNGOs for community engagement delivery	5.1 Utilising existing community structure and network	5.1.i) Number of programs and projects registered and approved	2022-2026	NGO desk	Malvatumauri, DLA, Provinces, Area administrator
	5.2 Identification of NGOs and iNGOs and its purposes / programmes	5.2.i) Registration of NGOs and iNGOs	2022-2026	NGO desk	MoIA (CSU), Provinces, Area administrator
Strategies	Activities	KPIs	Time Frame	Resources	Implementing Sector Partners and Agencies
Focal Thread 6: Community Engagement with Youth for inclusion and ownership of engagement strategies	6.1 Strengthen Youth Registration at area level	6.1.i) Support formation Area Youth Council	2022-2026	Long term donor support, Youth Dep't (MYDandS)	Area administrator
	6.2 Strengthening Youth Organization Structure	6.2.i) Support structural review notably through foresight brief and consultations, approve and implement 6.2.ii) Support engagement of youth on policy making throughout sector plan implementation	2022-2026	DLA, Long term donor support, MYDandS	DLA, Area administrator, MYDandS, National Youth Council
	6.3 Cultural engagement and participation	6.3.i) Training and awareness of traditional knowledge	2022-2026	Long term donor support, Youth Dep't, Malvatumauri, Education	VKS, Provinces, Area administrator, Malvatumauri

SOCIAL JUSTICE – TRANSPARENCY, GOOD GOVERNANCE AND INCLUSION

Objective	HOW TO ENSURE TRANSPARENCY, GOOD GOVERNANCE AND INCLUSION IN MoIA STRATEGIES AS ARTICULATED IN THE MoIA CORPORATE PLAN 2022-2026		SDG Linkages	
NSDP Policy Objectives and Targets	NSDP Policy Objective	NSDP Policy Targets	SDG Linkages	
		<p>SOC 4.1 Implement gender responsive planning and budgeting processes</p> <p>SOC 4.2 Prevent and eliminate all forms of violence and discrimination against women, children and vulnerable groups</p> <p>SOC 4.3 Empower and support people with disabilities</p> <p>SOC 4.4 Define the roles, responsibilities and relationship between the state, churches, traditional leaders and communities in safeguarding human rights and protecting traditional values and Christian principles.</p> <p>SOC 4.5 Ensure all people, including people with disabilities, have access to government services, buildings and public spaces</p> <p>SOC 4.6 Provide opportunities, support and protection services for youth and children as valued members of society</p> <p>SOC 4.7 Encourage participation in physical activities and develop a safe and inclusive sports system that serves as a vehicle for community cohesion, education, health, leadership and fair play.</p> <p>SOC 6.8.3 Percentage of aid for the government sector using Vanuatu government systems</p>	<p>5.5</p> <p>5.2</p> <p>10.3</p>	
		<p>SOC 5: Security, peace and justice</p>	16.3	
		<p>SOC 6: Strong and effective institutions</p>	<p>SOC 5.1 Ensure all people have timely and equitable access to independent and well-resourced justice institutions.</p> <p>SOC 6.5 Strengthen local authorities and municipal institutions to enable decentralised service delivery</p> <p>SOC 6.7 Guarantee the public right to information</p>	12.7



Strategies	Activities	Indicators	Time Frame	Resources	Implementing Sector Partners and Agencies
Focal Thread 1: Strengthen mainstreaming of women, people living with disabilities, Children ,youth and vulnerable group priorities into MoIA processes	1.1. MoIA departments to implement gender-responsive planning and budgeting processes	1.1.i) Review of the planning and budgeting process to incorporate more data and alignment with Ministry priorities and performance targets including gender 1.1.ii) Departments incorporate gender responsive planning and budgeting processes into their priorities 1.1.iii) TA support for MoIA Inclusion Policy.	2022-2023	National Gender Equality Policy/ DFAT	MoIA, sector agencies, Development Partners
	1.2 Allocate Inclusion Focal Point Officer in the MoIA structure that would be responsible for mainstreaming and advancing social justice sector issues/ priorities.	1.2 i) Allocate into an existing MoIA staff JD, responsibility to oversee and advance social justice priorities 1.2 ii) Include the development of networks, MOUs and collaborative relationships into the JD	2022-2023	MoIA	MoIA
	1.3 Support development of MoIA Gender Plan	1.3 i) MoIA Gender Plan is in place with clear targets and measurable indicators 1.3 ii) Include representatives from relevant CSOs in the development of the gender plan 1.3 iii) Align Gender Plan with PSC and Department of Labour (DoL) plans related to sexual harassment policies and training 1.3 iv) Administer a survey to provide baseline data on women in senior administration and leadership roles in MoIA	2022-2024	MoIA	MoIA, DoWA
			2022-2024	MoIA	MoIA, DoWA, CSOs
			2022-2024	MoIA	MoIA, DoWA
			2022	MoIA	MoIA, DoWA

	<p>1.4 Support effective implementation of Gender Equality Provincial Action Plans (GEAPs) with quantitative and qualitative measures</p>	<p>1.4 i) Meeting between Department of Women's Affairs (DWA) and Department of Local Authorities (DLA) 1.4.ii) Support DWA implementation of GEAP's at provincial level</p>	2022	MoIA, MoJCS, DWA, DLA	MoIA, DoWA
<p>1.5 Ensure appointments of pillar representatives for women, youth, PWD and other vulnerable groups at provincial and area council levels are affiliated with sector agencies at national level</p>	<p>1.5 i) Annual Report as per OPSC's Reporting Guidelines tracks inclusion and gender outcomes annually</p>	2022-2024	MoIA, MoJCS, MoYSD	MoIA, DoWA MoYSD	
<p>1.6 Create an Implementation Plan for a Social Justice or Inclusion Policy for MoIA</p>	<p>1.6 i) Implementation Plan is in place</p>	2022-2023	MoIA	MoIA	
	<p>1.6 ii) Ensure regular consultation with CSOs and other relevant organisations in assessing implementation plan effectiveness</p>	2022-2023	MoIA	MoIA	
<p>1.7 Progress approval of Temporary Special Measures in elected institutions and political processes</p>	<p>1.7.i) Policy Paper to COM as basis for drafting instructions for Harmonised Single Electoral Bill</p>	Nov 2022	MoIA, Development Partners	MoIA, Development Partners	
	<p>1.7.ii) Gender in Politics Action Plan</p>	Q4 2022	MoIA, Development Partners	MoIA, Development Partners	



Actionable Recommendations	Activities	KPIs	Time Frame	Resources	Implementing Sector Partners and Agencies
Focal Thread 2: Strengthen Coordination Through Stronger Engagement with Social Justice Sector Including NGOs and Private Sector	2.1 Quarterly sectoral meetings between MoIA and sector	2.1.i) Concept Note on Working Group drafted and approved by DG ii) Seek donor funding support	Q3 2022/ Quarterly	MoIA, Development Partners	MoIA; DoWA MoYDS; relevant NGOs, Development Partners
	2.2 Promote and support effective, inclusive consultation with women, youth, PWD and other vulnerable groups on MoIA priorities and plans at national, provincial and area council level utilising quantitative and qualitative measures	2.2 i) MoIA Annual reports tracks Business Plan consultation outcomes for inclusion transparency and governance ii) People With Disability Action Plans in place in MoIA	2022-2026	MoIA, Development Partners	MoIA; DoWA MoYDS; relevant NGOs, Development Partners

Actionable Recommendations	Activities	KPIs	Time Frame	Resources	Implementing Sector Partners and Agencies
Focal Thread 3: Strengthen governance, transparency, communication and reporting for MoIA and sector stakeholders	3.1 Develop a MoIA Communications Strategy to effectively disseminate information to stakeholders	3.1 i) MoIA communications strategy is developed with TA support to guide internal and external media public awareness and outreach to promote transparency, governance and inclusion	2022-2023	MoIA, Development Partners	MoIA, Development Partners
	3.2 Have in place a MoIA website	3.2 i) MoIA website is upgraded and actively updated with MoIA activities/programs to enable sectors to easily access information and are able to meaningfully engage with the ministry 3.2 ii) MoIA website is actively updated with social justice and inclusion materials to improve governance and transparency	2022-2023	MoIA	MoIA
	3.3 Strengthen reporting mechanism to enable effective information sharing between provincial officers and the MoIA	3.3 i) Undertake MandE training within departments under MoIA to report on inclusion and gender strategies as required in OPSC Annual Report Guidelines	2022-2023	MoIA	MoIA
	3.4 Support strengthening database of disaggregated data for women, youth, PWD, and vulnerable groups at community level	3.4 i) MoIA Annual reports tracks Business Plan consultation outcomes for inclusion transparency and governance	2022	MoIA	MoIA, VNSO, DWA
	3.5 Support improved Municipality governance framework	3.5 i) Municipality governance framework, policy, legislation, procedures, reporting progressed	2022-2023	MoIA, (DUAP) Municipalities,	MoIA, DUAP, Municipalities, Development Partners



Annex: Anticipatory Risk Mitigation Strategy

OPERATIONAL CONTEXT				
Risk Category	Event	Causes	Impact	
Operational Context	Change in Strategic Direction and Priorities	Change of Government and political priorities and policy direction	Changes in budget available to resource planned activities committed to in Business Plan and Provincial Priority Plans	Mitigation Strategy Management team and MoIA agencies adapt to accommodate new directions through Business Plan and priorities revision whilst seeking opportunities for support for previously identified initiatives
			New Government's policy platform requires drafting of new policy	Model of MoIA Legal Working Groups in CRIM and EC/VEO replicated to collaboratively draft policy for presentation to DCO and COM using anticipatory governance tool to ensure wide buy-in
			Legislative framework needs new Bills drafted	Model of MoIA Legal Working Groups in CRIM and EC/VEO replicated to collaboratively draft new Bills
			Stakeholder's understanding and resistance to change	Community awareness and outreach activities improve community understanding and "buy-in" to changes
			Delays in project implementation reduces impact and outcomes	Establish an MoIA Foresight Working Group on model of MTTCNB Taskforce to engage political leaders and MoIA stakeholders for shared vision, priorities and regular horizon scanning
			Increased resourcing for activities in new areas not previously planned	Seek opportunities for support from stakeholders and private sector id budget and human resources sees project slow down
			Lack of consideration of custom and culture negatively impacts on community buy-in and sustainability	Restructures of agencies should contain surge capacity to meet periodic increased demand i.e. Standing Pool of pre-approved contractual labour to meet unexpected demands
			Custom and culture not acknowledged and integrated into planning and programs	Involvement of Malvatumauri, VCC and NGOs improves community understanding of MoIA initiatives adding the collective strength, outreach and networks to MoIA activities i.e. Community Rehabilitation for youth offenders
			Issues of safety and security built into planning and resourcing	Embed strategies across all MoIA agencies to improve safety and livelihoods to improve safety security and prosperity
			Improved Prosperity	Rural Urban Drift, unemployed youth disaffection, social unrest.

ORGANISATIONAL CONTEXT

Risk Category	Event	Causes	Impact	Mitigation Strategy
Organisational Context	Change in Work Environment	Loss of leaders through contractual issues, illness or promotion	Loss of leaders through contractual issues, illness or promotion results in changes to leadership vision and strategies	Clear Succession Planning and mentoring strategies included in Business Plans with sectoral funding and support identified and agreed Generic and technical skills training plans in Business Plan with budget allocated
		Unsafe or inadequate offices for professional, safe service delivery	Unsafe or inappropriate office space	Devise an MoIA Complex Infrastructure Master Plan for Port Vila to identify infrastructure issues, design refurbished or new buildings in a 5 year rolling plan Prepare and submit NPPs and/or GIP Submissions as per MoIA Complex Master Plan
	Demands of Decentralisation of Services	Decentralisation of services results in demand by MoIA and stakeholders for provincial presence and office space	Inadequate office space for agencies seeking provincial presence has negative impact on ability to staff and deliver decentralised initiatives	Devise an MoIA Complex Infrastructure Master Plan for Provinces to identify infrastructure issues, design refurbished or new multi-agency buildings in a 5 year rolling plan Prepare and submit NPPs and/or GIP Submissions as per MoIA Provincial Infrastructure Master Plan
		Restructures planned in Corporate Plan are delayed or not resourced	Lack of trained staff in positions leads to reduction in community perceptions of MoIA service delivery and implementation of new project initiatives	Collaborate with OPSC for timely approval of restructures identified in Corporate Plan Collaborate with OPSC and MFEM for timely approval of funding for staffing of restructures identified in Corporate Plan Training Plans based on Foresight analysis, Training Needs Analysis and Skills Gap Audits clearly identify current and projected future needs with matching locally available training prioritised in Business Plans High level training not available in country or on-line is supported by MoIA's Scholarship Strategy in MoIA HRD Plan
			Provincial capacity i.e. Area Councils in urgent need of up-skilling to deliver Provincial Priority Plans	Seek GoV support as high priority to effectively devolve roles based on training plans for provincial staff and agencies



		Information Management	Data collected is not stored safely	<p>Develop a GoV facility/program to safely store data captured</p> <p>Support NPP/GIP development for consideration by GoV and Development Partners for secure data storage facility/capacity</p> <p>Develop MOUs for data sharing with sector stakeholder agencies</p> <p>Utilise model of CRIM and EC/VEO Working groups to establish protocols and agreements for data sharing</p> <p>MoIA clearly identifies current and future technological needs i.e computers, Zoom capacity, telecommunications as part of the MoIA Infrastructure Master Plans (Port Vila and provinces)</p> <p>Support NPP/GIP development for consideration by GoV and Development Partners for secure technology facility/capacity funding</p>
	Inclusion	Inclusion strategies developed to ensure involvement in MoIA initiatives regardless of gender, disability, age, geographic location or ethnicity	<p>Data collected is not shared for evidence based decision making, planning and resourcing</p> <p>Technology needs not resourced</p>	<p>MoIA Inclusion Policy developed to deliver inclusive initiatives, policy and legislation</p>

ENVIRONMENTAL CONTEXT

Risk Category	Event	Causes	Impact	Mitigation Strategy
Environmental Context	Disasters	Natural Disasters (Volcanic Eruptions, Cyclones, Tsunamis)	Natural disasters cause cancellation or delay of planned activities	Annual up-date of Business Continuity Plans across all MoIA agencies provides institutional resilience
		Pandemics	Pandemics including COVID-19 in Vanuatu change stakeholder priorities and ability to implement and participate in activities under the project	Annual up-date of Business Continuity Plans across all MoIA agencies provides institutional resilience

SITUATIONAL CONTEXT

Risk Category	Event	Causes	Impact	Mitigation Strategy
Situational Context	Change in context, Emerging threats	black swan event, unforeseen change in the situational context	Decrease of relevance of the strategic priorities or sector plan due to evolving context, technologies, and global trends	Organisation on a bi-annual basis of an anticipatory planning consultation within the government either through sector-led exercise or simple Ministry wide survey on emerging trends and threats.



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