



PARLIAMENT  
REPUBLIC OF VANUATU



# ANNUAL REPORT

OF

# PARLIAMENT

SERVING THE PEOPLE. STRENGTHENING DEMOCRACY. BUILDING OUR FUTURE.

WE, the people of Vanuatu,  
PROUD of our struggle for freedom,  
DETERMINED to safeguard the achievements of this struggle,  
CHERISHING our ethnic, linguistic and cultural diversity,  
MINDFUL of the traditions of our common destiny,  
PROCLAIM the establishment of the united and free Republic of Vanuatu traditional Melanesian values, faith in God, and Christian principles,  
AND for this purpose give ourselves this Constitution.

NOUS, Peuple de Vanuatu,  
ET DÉTERMINÉ à préserver les fruits de cette lutte,  
PROFONDEMENT ATTACHÉ à notre diversité ethnique, linguistique et culturelle,  
ET CONSCIENT par ailleurs de notre destin commun,  
PROCLAMONS la création de la République libre et unie de Vanuatu, fondée sur les valeurs traditionnelles mélanésiennes, la foi en Dieu et les principes chrétiens,  
À CETTE FIN, nous nous donnons cette Constitution.



**LEGISLATE**  
Making laws that  
serve our people



**OVERSIGHT**  
Promoting accountability  
and good governance



**REPRESENT**  
Giving voice to  
every community



**ENGAGE**  
Strengthening partnerships  
for national progress

# 2025

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# FOREWORD : HONOURABLE SPEAKER OF PARLIAMENT



It is my pleasure to present the Annual Report of the Parliament of the Republic of Vanuatu for the 2025 reporting period. This report highlights the work, achievements, challenges, and progress made by Parliament and its Secretariat in delivering on its constitutional mandate and strategic priorities throughout the year.

The year 2025 marked the final year of the Parliament Corporate Plan 2021–2025. During this period, Parliament continued to strengthen its legislative, oversight, and representative functions while working towards the implementation of its strategic goals. Despite various operational and financial challenges, Parliament remained committed to ensuring effective governance, accountability, transparency, and service delivery to the people of Vanuatu.

Throughout the reporting period, Parliament facilitated Ordinary Sessions, Extraordinary Sessions, Committee meetings, public hearings, civic education activities, and other parliamentary functions aimed at promoting democratic governance and meaningful public participation. Progress was also made in strengthening administrative systems, staff development, and institutional capacity across the Parliamentary Secretariat.

However, the year was not without its challenges. Budget constraints, staffing limitations, and the operational disruptions resulting from the 2024 earthquake significantly affected parliamentary operations and the timely implementation of planned activities. The relocation of offices and limited meeting facilities placed additional pressure on Members of Parliament and Secretariat staff during the reporting period.

Notwithstanding these difficulties, Parliament continued to function effectively through the dedication and commitment of Members of Parliament, the Clerk, Assistant Clerks, management, and all parliamentary staff. I wish to acknowledge and thank all Members of Parliament, development partners, stakeholders, and staff of the Parliamentary Secretariat for their continued support and contribution throughout the year.

As reflected in this report, Parliament achieved notable progress in several key areas under the Corporate Plan 2021–2025 and laid an important foundation for future institutional strengthening and reform. The lessons and experiences gained during this reporting period will guide Parliament in shaping its next Corporate Plan and future priorities.

On behalf of Parliament, I am pleased to commend this Annual Report for 2025.

.....  
Hon. Stephen Dorrick FELIX MA'AU MALFES

**Speaker of the Parliament of the Republic of Vanuatu**



# STATEMENT : CLERK OF PARLIAMENT



The 2025 Annual Report presents an operational overview of the activities undertaken by the Parliament of the Republic of Vanuatu and the Parliamentary Secretariat during the reporting period. The report outlines the implementation of the 2025 Business Plan and Budget Narrative, including progress made against service targets, key operational outputs, and strategic priorities under the Corporate Plan 2021–2025.

During the reporting period, the Parliamentary Secretariat continued to provide administrative, procedural, and technical support to Parliament through the coordination of parliamentary sittings, committee meetings and hearings, Hansard and reporting services, civic education activities, corporate services, and general institutional operations.

The report further highlights the performance of the various divisions and committees of Parliament in delivering their planned outputs and responsibilities throughout the year. Particular focus was placed on supporting the effective conduct of parliamentary business, strengthening oversight activities, improving administrative processes, and maintaining essential support services for Members of Parliament and Committees.

The reporting period also presented several operational challenges that affected the implementation of planned activities and service delivery. These included budget limitations, staffing constraints, limited office and meeting space, logistical difficulties, and the continued impact of the 2024 earthquake, which required the relocation of parliamentary offices and disrupted normal working arrangements for a significant period during the year.

Despite these challenges, the Parliamentary Secretariat continued to maintain the operations of Parliament and support the institution in carrying out its constitutional functions. The report also identifies areas requiring further institutional strengthening, improved resource allocation, and enhanced operational capacity moving forward.

It is anticipated that the information contained in this report will assist Members of Parliament, stakeholders, development partners, and the public in understanding the operational performance and activities of Parliament during the 2025 reporting period.

.....

Mr. Maxime BANGA  
**Clerk of Parliament of the Republic of Vanuatu**

## PART 1 : CORPORATE STRUCTURE

The organisational structure of the Parliament of the Republic of Vanuatu is designed to uphold democratic governance and support the effective delivery of parliamentary functions.

At the apex of this structure is the Speaker of Parliament, who presides over parliamentary sittings and serves as the Chairperson of the Parliamentary Management Board (PMB). The Speaker provides leadership in maintaining order and ensuring adherence to parliamentary rules and procedures.

The Parliamentary Management Board (PMB) plays a central oversight role in the functioning of Parliament. It is responsible for setting strategic direction, approving policies, and ensuring that administrative operations align with institutional priorities.

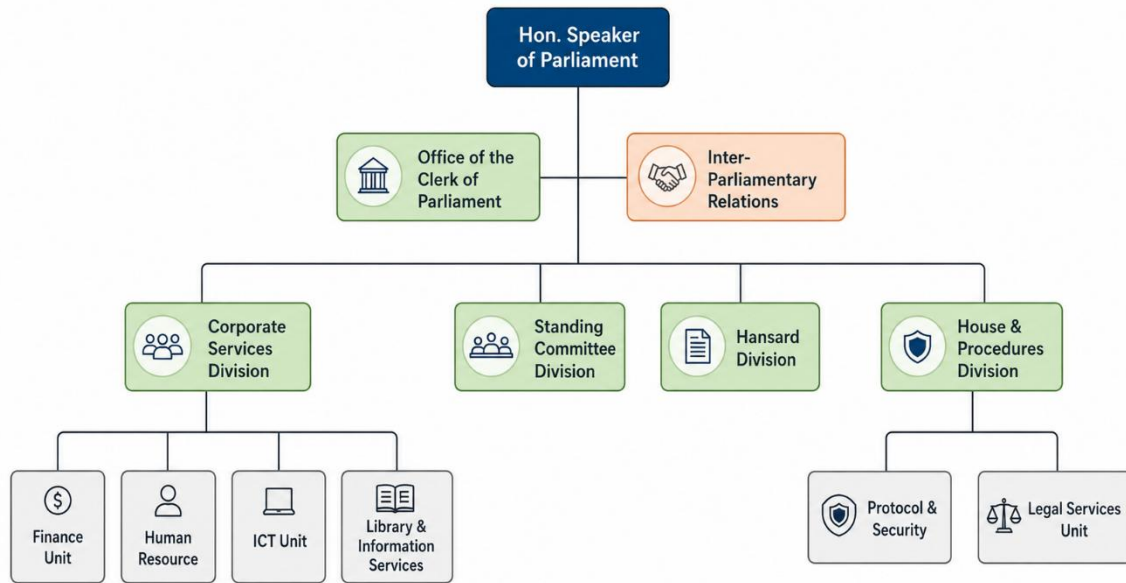
For the 14th Legislature, the Parliamentary Management Board comprises Hon. Stephen Dorrick FELIX MA'AU MALFES (Chairperson and Speaker of Parliament, MP for Efate Rural), the Rt. Hon. Jotham NAPAT (Prime Minister, MP for Tanna), Hon. ALATOI Ishmael KALSAKAU MAU'KORO (Leader of Opposition, MP for Port Vila), Mr. Junior NATUMAN (Parliamentary Councillor, State Law Office), and Mr. Maxime V. Banga (Clerk of Parliament and Secretary of the Board).

**Figure 1: Parliamentary Management Board of 2025**



*Standing left to right: Maxime V. BANGA – Hon. Ishmael Kalsakau – Hon. Stephen Dorrick FELIX – Hon. Jotham NAPAT - Mr. Junior NATUMAN*

The Clerk of Parliament, acting as Secretary to the PMB, is responsible for the overall administration of Parliament. The Clerk oversees the day-to-day operations of the institution and manages the Parliament Secretariat, which is structured into four core divisions. Each division is led by an Assistant Clerk and delivers specialised services aligned with Parliament's constitutional mandate and strategic objectives.

**Figure 2: Parliament of Vanuatu Organisational Structure****Figure 3: Divisional Functions of the Parliamentary Secretariat**

## PART 2 : CORPORATE OVERVIEW



### VISION

A Parliament that is independent, impartial, inclusive, responsive, effective, efficient, professional, transparent and accountable, in making laws for the peace, order and good government.



### MISSION

To deliver high quality services in a timely manner in law making, oversight, scrutiny and representation of the people and parliamentary services.

# OUR VALUES

Guided by our values, we serve Parliament and the people.

1



### People are our priority

We will provide a service that is unflinching in satisfying our customer's expectations and support the delivery of services that promote people-centered outcomes.

We treat our people fairly and equally and actively demonstrate respect for their rights. Gender equity and representation of women are priority for the Parliament Secretariat.

2



### Independent and Impartial

The Parliament Secretariat is an independent body, which is apolitical and neutral. We will continue to build in our reputation for trustworthiness, honesty, and integrity.

We make decisions lawfully, fairly, impartially and in the public interest.

3



### Efficient and Professional

We focus on getting the job done in a timely and efficient manner. We will respond quickly to customer's demand. We ask about your needs and work with you to achieve solutions.

We pride ourselves on being recognized as competent and cost-effective. We strive for excellence in all that we do encouraging innovation and initiative.

4



### Transparent and Accountable

We will deliver services in an open and transparent way, by prioritizing access to parliament information by the public and responsiveness to public inquiries.

We will keep the public informed about the work of Parliament, in plain language and in accordance with section 64 of the Constitution – 'right of a citizen to services in own language'.

We will use public resources efficiently and will ensure that we are accountable to MPs and the public for delivering high quality services.

Our values guide our actions every day  as we serve Parliament and the people.

Together, we build a Parliament that is trusted, inclusive and effective.



# OUR CORPORATE GOALS

The Parliament and its Secretariat have six Strategic Goals outlined in our 2021 – 2025 corporate plan that represent the outcomes that the Parliament secretariat aims to achieve within this five-year period.

These Strategic Goals are supported by performance-based Key Result Areas (KRAs) which identify priority activities for the Secretariat to implement.



## THE SIX STRATEGIC GOALS

01



### Strategic Goal 1:

Law making process in Parliament strengthened to promote people centered legislation through effective and transparent scrutiny by members of Parliament and meaningful public participation.

02



### Strategic Goal 2:

Effective and equitable leadership, representation and accountability of Members of Parliament strengthened.

03



### Strategic Goal 3:

Parliamentary oversight strengthened to promote transparency, accountability and ensure meaningful review of Bills, policies and programmes.

04



### Strategic Goal 4:

Efficient, professional and high-quality administrative support and services provided to Members of Parliament and other key clients groups.

05



### Strategic Goal 5:

Maintain and enhance Parliament House with an appropriate environment for the conduct of parliamentary business and preservation of the heritage value for future generations.

06



### Strategic Goal 6:

Strengthening the engagement of public with Members of Parliament.



# PART 3 : OUTPUT PERFORMANCE REPORT

## SUMMARY OF PERFORMANCE AGAINST CORPORATE PLAN

During the reporting period, Parliament continued to make steady progress towards achieving the strategic outcomes outlined in the Corporate Plan 2021–2025. Efforts undertaken across the various divisions contributed to the implementation of key initiatives and the attainment of institutional priorities.

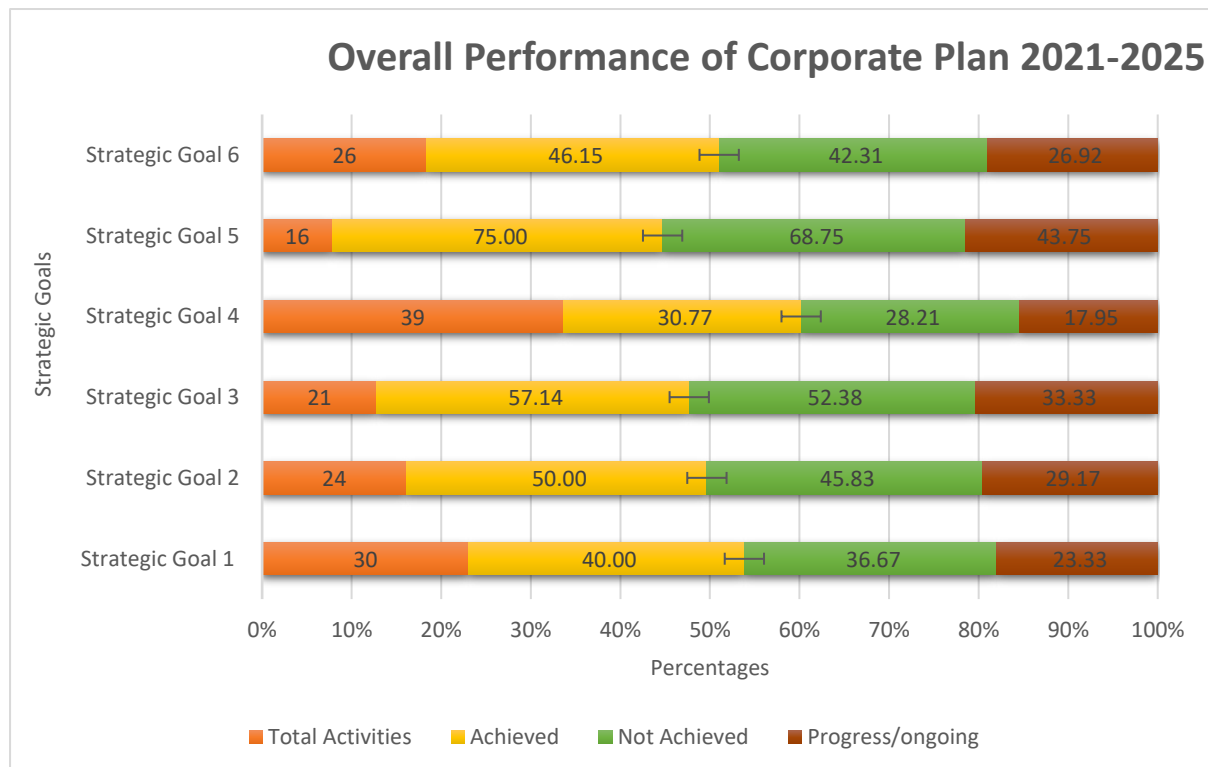
The assessment of performance indicates that a number of strategic objectives and key-result areas have either been fully achieved or are progressing satisfactorily, while others remain ongoing and require continued attention and resource allocation. Overall, the results demonstrate Parliament’s commitment to strengthening governance, improving institutional efficiency, enhancing legislative and oversight functions, and supporting effective service delivery.

The following figures provide a summary of Parliament’s overall performance against the Corporate Plan objectives and performance indicators up to 2025.

### Overall Performance of Corporate Plan Objectives

This figure illustrates the level of achievement of the Corporate Plan objectives across all strategic goals. It highlights the proportion of objectives that have been completed, are currently in progress, or are yet to commence.

Figure 4: Overall Performance of Corporate Plan Objectives

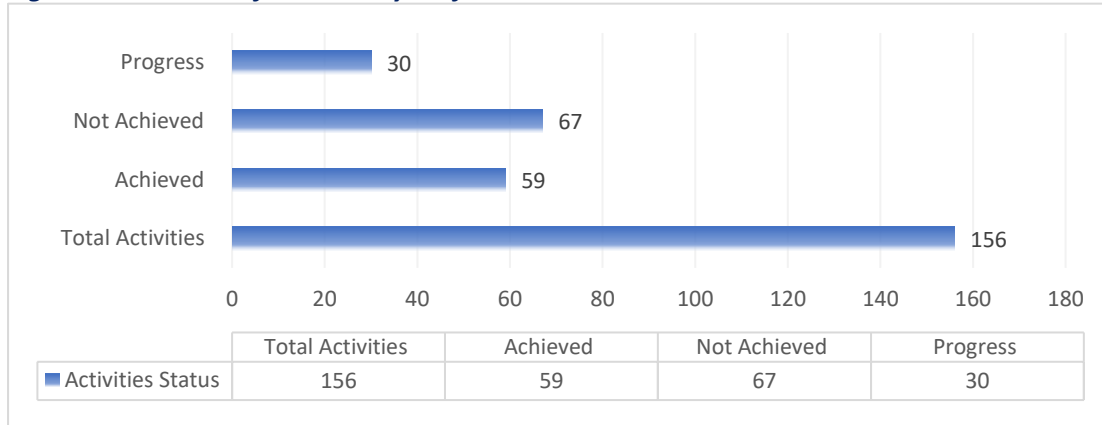


## Overall Performance by Performance Indicators

This figure presents the overall implementation status of performance indicators under the Corporate Plan 2021–2025. The indicators measure progress against the key-result areas and provide an overview of Parliament’s effectiveness in delivering planned outputs and outcomes.

The analysis shows that the majority of performance indicators have recorded positive progress, reflecting ongoing institutional efforts to achieve strategic targets. However, some indicators remain partially implemented due to operational, financial, or capacity-related challenges.

**Figure 5: Overall Performance by Performance Indicators**



As this reporting period also marks the final year of the Corporate Plan 2021–2025, the overall assessment indicates that Parliament achieved approximately **46.15%** of its planned strategic objectives and performance indicators across all Key-Result Areas, as reflected in Figures 2 and 3 above. This achievement demonstrates steady institutional progress towards the implementation of Parliament’s strategic priorities over the five-year period.

The level of performance attained reflects Parliament’s continued commitment to institutional development, strengthening governance systems, enhancing legislative and oversight functions, and improving the delivery of parliamentary services throughout the implementation of the Corporate Plan.

While notable progress has been made across several strategic areas, a number of objectives and performance indicators remain ongoing due to operational, financial, and capacity-related challenges experienced during the implementation period. These outstanding areas will require continued attention and strategic consideration in the development of the next Corporate Plan.

Overall, the implementation of the Corporate Plan 2021–2025 has established a solid foundation for future institutional growth, organizational improvement, and strengthened performance management within Parliament. The findings from this assessment will further inform future planning, priority setting, and the formulation of the next Corporate Plan cycle.



## 2025 KEY ACHIEVEMENTS

In executing its corporate plan strategic goals, the Parliament of the Republic of Vanuatu achieved the following key milestones in the year 2025.

### STRATEGIC GOAL 1: LAW MAKING PROCESS IN PARLIAMENT STRENGTHENED TO PROMOTE PEOPLE CENTRED LEGISLATION THROUGH EFFECTIVE AND TRANSPARENT SCRUTINY BY MEMBERS OF PARLIAMENT AND MEANINGFUL PUBLIC PARTICIPATION

#### Parliament Sessions

During the year 2025, Parliament successfully conducted six (6) Parliament Sessions to open the 14<sup>th</sup> legislature, consider bills, documents, motions, Statements, Questions, and matters requiring the attention of Parliament. The following sessions were convened in 2025:

**Table 1: Summary of Parliamentary Sessions - 2025**

No.	Session Title	Duration
1.	First Sitting of Parliament	11 <sup>th</sup> – 14 <sup>th</sup> February 2025
2.	First Extraordinary Session	24 <sup>th</sup> – 28 <sup>th</sup> March 2025
3.	Special Sitting of Parliament	30 <sup>th</sup> April – 7 <sup>th</sup> May 2025
4.	First Ordinary Session	8 <sup>th</sup> – 22 <sup>nd</sup> May 2025
5.	Second Extraordinary Session	22 <sup>nd</sup> – 29 <sup>th</sup> October 2025
6.	Second Ordinary Session	6 <sup>th</sup> November – 14 <sup>th</sup> December; 19 <sup>th</sup> December 2025

### STRATEGIC GOAL 2: EFFECTIVE AND EQUITABLE REPRESENTATION AND ACCOUNTABILITY OF MEMBERS OF PARLIAMENT

#### First Sitting of Parliament



The First Sitting of Parliament for 2025 was successfully convened from 11 to 14 February 2025, marking the formal opening of the 14th Legislature following the General Election. Key proceedings included the swearing-in of newly elected Members of Parliament, signing of the Parliamentary Roll, and the election of the Speaker, Deputy Speakers, and Prime Minister. The sitting ensured a smooth transition into the new Legislature and enabled

Parliament to commence its constitutional and legislative functions.

### STRATEGIC GOAL 3: PARLIAMENTARY OVERSIGHT STRENGTHENED TO PROMOTE TRANSPARENCY

#### Public Hearings and Investigations by Standing Committees



Standing Committees of Parliament continued to undertake investigations, public hearings, and oversight activities to strengthen transparency and accountability in government operations. During the year, the Committee on Economic and Foreign Policies conducted investigations into departments and offices under the Ministries of Trade, Tourism and Commerce, and MALFFB, with proceedings

livestreamed on Parliament’s Facebook platform to allow greater public access to committee oversight work.

## STRATEGIC GOAL 4: EFFICIENT, PROFESSIONAL AND HIGH-QUALITY ADMINISTRATIVE SUPPORT AND SERVICES PROVIDED TO MEMBERS OF PARLIAMENT AND OTHER KEY CLIENT'S GROUPS

### Orientation Program for Members of Parliament

Following the dissolution of the 13th Legislature and the snap election held on 16 January 2025, Parliament organized its first-ever **Orientation Program** for first-time Members of Parliament on 7 February 2025 at the Melanesian Hotel in Port Vila, prior to the First Sitting of the 14th Legislature. The program aimed to familiarize first-time and also returning Members with parliamentary roles, procedures, legislative processes, and support services available through the Parliament Secretariat.



### Induction Program for Members of Parliament

Following the General Election and prior to the First Sitting of the 14th Legislature, Parliament conducted an Induction Programme for Members of Parliament on 5<sup>th</sup> – 6<sup>th</sup> May 2025 under the theme, *“Building an Effective and Efficient Legislature.”* The programme was designed to enhance Members’ understanding of their constitutional roles, parliamentary procedures, and responsibilities as elected representatives. Members received briefings on the Constitution, Standing Orders, legislative processes, committee functions, parliamentary oversight responsibilities, and the administrative support services provided by the Parliament Secretariat. The induction programme also served as an important platform to strengthen Members’ capacity to effectively discharge their representative, legislative, and oversight functions in the service of the people of Vanuatu.



**Members’ Handbook Initiative:** With support from the United Nations Development Programme (UNDP) and funding from the Governments of Japan and New Zealand, the Parliament of Vanuatu developed a Members’ Handbook as part of its capacity-building initiatives. The handbook is designed to assist Members of Parliament in understanding their roles and responsibilities, and to support their effective performance both in Parliament and in their constituencies.

## STRATEGIC GOAL 5: MAINTAIN AND ENHANCE PARLIAMENT HOUSE WITH AN APPROPRIATE ENVIRONMENT FOR THE CONDUCT OF PARLIAMENTARY BUSINESS AND PRESERVATION OF THE HERITAGE VALUE FOR FUTURE GENERATIONS

### Post-Earthquake damage inspection and preparations for the opening of Parliament in 2025



Following the 7.3 magnitude earthquake of 17 December 2024, Parliament conducted damage inspections and preparation works to ensure the safe opening of Parliament for 2025.



Assessments by engineers and relevant authorities confirmed that Parliament House remained safe despite minor damages in some areas. Parliament staff also carried out cleaning and maintenance works to prepare the parliamentary compound for the opening of the 14th Legislature.

### Parliament House Security Upgrade: Installation of Boom Gates

Electronic boom gates were installed at Parliament House to strengthen security and improve access control within the parliamentary compound. The installation forms part of ongoing efforts to enhance the safety and protection of Parliament as a key national institution and ensure a secure environment for parliamentary operations.



### Historic Temporary Relocation of Parliament Sitting



During the First Ordinary Session of 2025, Parliament temporarily relocated part of its sitting outside the main parliamentary precinct for the first time in its history. Within 72 hours, the Parliament Secretariat successfully coordinated the logistical and ICT arrangements required to ensure the smooth continuation of parliamentary proceedings and livestreaming services.

### Office Relocation and Preparations for Rehabilitation Works



Following ongoing infrastructure challenges, Parliament undertook major office relocation efforts to relocate ground floor offices and safeguard parliamentary assets and equipment in preparation for repair and reinforcement works. Despite space constraints, Parliament staff continued to ensure the smooth operation of parliamentary services while also preparing contingency arrangements for future parliamentary sittings if required.

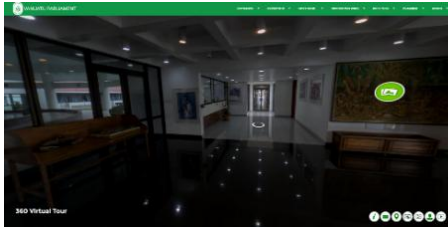
### Temporary Conversion of the Parliament Library into a Parliamentary Chamber



The Parliamentary Secretariat, with the support of the Office of the Speaker and the Parliamentary Management Board, approved the temporary renovation of the Parliament Library to serve as a parliamentary chamber. The decision was made to reduce relocation costs and ensure continuity of parliamentary sittings, while also respecting the cultural and historical significance of Saralana as the home of Parliament of the Republic of Vanuatu.

## STRATEGIC GOAL 6: STRENGTHENING THE ENGAGEMENT OF PUBLIC WITH MEMBERS OF PARLIAMENT

### Launch of the Parliament of Vanuatu 360° Virtual Tour



On 13 March 2025, the Parliament of Vanuatu launched a 360° Virtual Tour as part of its civic outreach and ICT innovation initiatives. The platform provides an interactive digital experience that allows the public to explore Parliament House remotely, enhancing awareness and understanding of the institution. The project, developed by the Parliamentary ICT team with support from the Inter-Parliamentary Union (IPU), represents a milestone in strengthening public engagement and promoting greater accessibility to Parliament.

### Renewal of the Twinning Agreement Between the Parliament of Vanuatu and the Queensland Parliament



On 29 May 2025, the Parliament of Vanuatu and the Queensland Parliament renewed their Twinning Agreement, reaffirming a partnership that has existed since 2009 to strengthen cooperation and institutional capacity between the two parliaments. The agreement supports the exchange of knowledge, training, parliamentary visits, and professional expertise to promote good governance and parliamentary development. The signing ceremony was attended by parliamentary leaders and officials from both institutions, including the Speaker of Parliament, Hon. Stephen Felix, and Clerk of Parliament.

### Commemoration of the International Day of Democracy 2025

On 15 September 2025, the Parliament of the Republic of Vanuatu commemorated the International Day of Democracy through a series of civic and public engagement activities celebrating democratic values and Vanuatu's journey to independence. A key highlight of the event was the Youth Mock Parliament, which showcased the knowledge, leadership potential, and multilingual abilities of Vanuatu's youth through simulated parliamentary proceedings and panel discussions held within the parliamentary precinct.



### Parliament Civic Outreach During Public Service Week on Tanna



As part of the Public Service Week activities on Tanna, a delegation from the Parliament of the Republic of Vanuatu participated in civic education outreach programs in communities and schools across the island. The initiative provided an opportunity for Parliament to engage directly with the public, promote awareness of the role and functions of Parliament, and strengthen public understanding of democratic governance.

## PERFORMANCE AGAINST BUSINESS PLAN & BUDGET NARRATIVE

This section presents Parliament’s performance in relation to the outputs and service targets set out in the 2025 Business Plan. These planned activities are aligned with the strategic goals of the Corporate Plan and play a key role in guiding Parliament’s operations towards the achievement of its overall objectives. The colour codes below indicate the status of progress for each activity item within the 2025 Budget Narrative and Business Plans.

Colour Indicator	
<span style="color: green;">●</span>	Fully Achieved
<span style="color: yellow;">●</span>	Partially Achieved
<span style="color: red;">●</span>	Not Achieved

**Figure 6: Summary of Progress against 2025 Business Plan and Budget Narrative**

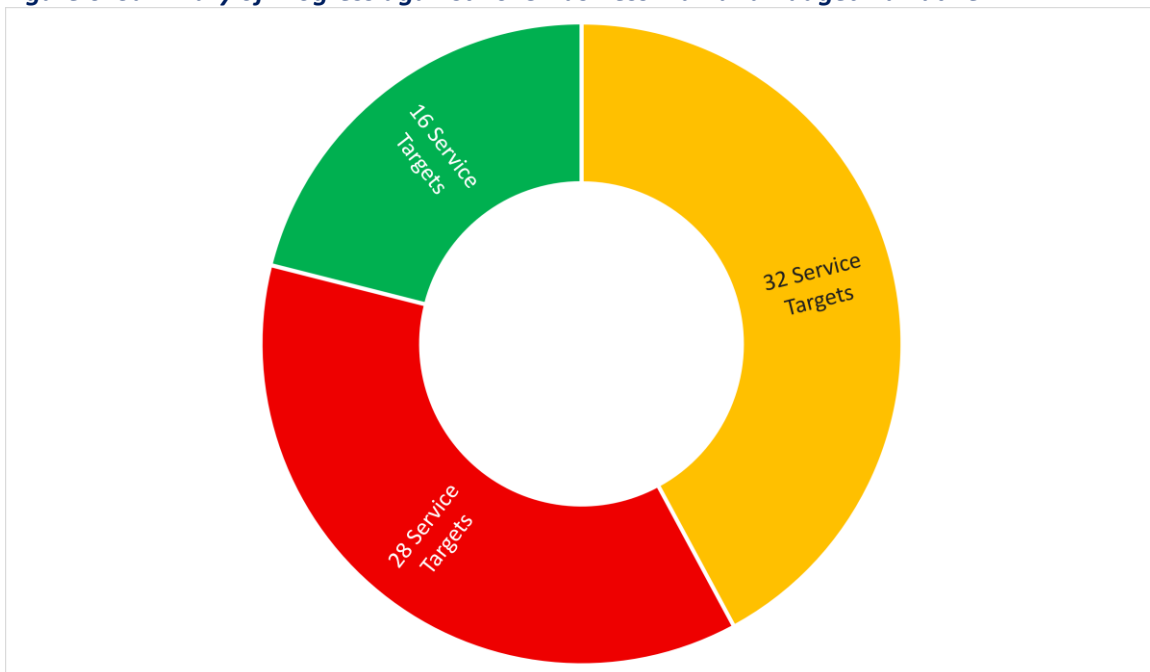


Figure 4 provides an overview of Parliament’s performance against the service targets and activities outlined in the 2025 Business Plan and Budget Narrative. Each activity item was assessed according to its level of implementation during the reporting period and categorized under the colour indicators of *Fully Achieved*, *Partially Achieved*, and *Not Achieved*.

During the 2025 reporting period, there was a total of **76 Service Targets** scheduled for implementation during the 2025 reporting period. However, as illustrated in the graph above, only **16 Service Targets (21%)** were fully achieved, while **32 Service Targets (42%)** were partially achieved or remained in progress during the reporting period. In addition, **28 Service Targets (37%)** were not achieved.

The results indicate that although progress was made in implementing a number of planned activities and outputs under the 2025 Business Plan and Budget Narrative, several targets were either only partially completed or could not be implemented within the reporting period. These outcomes highlight the need for continued institutional support, improved coordination, and adequate resource allocation to enhance the effective delivery of future service targets.



## OFFICE OF THE CLERK

**Table 2: Office of the Clerk – Report against Business Plan and Budget Narrative**

Description	Quantity	Unit of Measure	Status
MP Allocation Report	52	Reports	● Not Achieved
Outreach Program	2	Programs	● Partially Achieved
Annual Reports of Ministries	13	Reports	● Fully Achieved
Staff Trainings	1	Training Session	● Partially Achieved
Briefing for MPs regarding Leadership Code	1	Briefing Session	● Fully Achieved
Submission of MPs Annual Personal Information	52	Submissions	● Partially Achieved
Seek assistance in the building assessment and maintenance review	1	Assessment Review	● Partially Achieved
Publish weekly column in the newspapers on Parliamentary issues	1	Publication Initiative	● Not Achieved
Youth Parliament	1	Program	● Not Achieved
Strengthen relationship with donor partners	1	Engagement Initiative	● Partially Achieved

## HOUSE & PROCEDURES DIVISION

**Table 3: House & Procedures Division – Report against Business Plan and Budget Narrative**

Description	Quantity	Unit of Measure	Status
Ordinary Sessions	2	Sessions	● Fully Achieved
Extra Ordinary Sessions	1	Sessions	● Fully Achieved
Special Sitting	1	Sessions	● Fully Achieved
First Sitting	1	Session	● Fully Achieved
Recruit staffs	4	Recruitment	● Partially Achieved
Provide services in a timely manner	1	100%	● Fully Achieved
Report Templates Applied	1	100%	● Partially Achieved
Refresher Program (Induction)	1	100%	● Fully Achieved
Outreach and Consultations	1	100%	● Partially Achieved
LMIS training conducted for staff	1	100%	● Not Achieved
Legal Framework reviewed	1	100%	● Partially Achieved



## CORPORATE SERVICES DIVISION

**Table 4: Corporate Services Division – Report against Business Plan and Budget Narrative**

Description	Quantity	Unit of Measure	Status
Recruitment	4	100%	● Partially Achieved
Staff Training Development Plan	1	100%	● Not Achieved
Installation of Backup & Archiving system	1	100%	● Not Achieved
Library management system review & upgrade	1	100%	● Partially Achieved
Finance & Procurement Guides	3	100%	● Partially Achieved
5-Year Strategic Plan	1	100%	● Not Achieved
Review Corporate Plan	1	100%	● Partially Achieved
Conduct PSSM Training for Staff	1	100%	● Not Achieved
HR Policies	1	100%	● Partially Achieved
Implementation of current structure	1	100%	● Partially Achieved
Review of Job Description	1	100%	● Partially Achieved
Human Resource Management System	1	100%	● Partially Achieved
Facilitate Retirement			● Partially Achieved
Staff Uniform	100 or more	100%	● Not Achieved
Purchase Vehicle	4	100%	● Not Achieved

## HANSARD DIVISION

**Table 5: Hansard Division – Report against Business Plan and Budget Narrative**

Description	Quantity	Unit of Measure	Status
Volume of minutes produced by Parliament and its Committees	1	100%	● Partially Achieved
Minutes of the Clerk	1	100%	● Partially Achieved
Recruitment	4	100%	● Partially Achieved
Automated Transcript System	1	100%	● Not Achieved
Refresher trainings for Hansard	1	100%	● Not Achieved
Review & Upgrade KOHA	1	100%	● Partially Achieved
Attachment with Fiji Parliament Library & Archive	1	100%	● Not Achieved
Connect with pacific parliaments information network	1	100%	● Not Achieved
Civic Education	1	100%	● Fully Achieved



## COMMITTEE DIVISION

**Table 6: Committee Division – Report against Business Plan and Budget Narrative**

Description	Quantity	Unit of Measure	Status
Public Accounts Committee Meetings	5	No. of meetings	● Partially Achieved
Committee on Institutional Affairs Meetings	5	No. of meetings	● Partially Achieved
Committee on Constitutional Affairs Meetings	5	No. of meetings	● Partially Achieved
Committee on Economic and Foreign Policies Meetings	4	No. of meetings	● Fully Achieved
Committee on Social Affairs Meetings	4	No. of meetings	● Fully Achieved
Committee on Fisheries, Oceans and Maritime Affairs Meetings	4	No. of meetings	● Partially Achieved
Public Accounts Committee Report	2	No. of reports	● Partially Achieved
Committee on Institutional Affairs Report	2	No. of reports	● Fully Achieved
Committee on Constitutional Affairs Report	3	No. of reports	● Partially Achieved
Committee on Economic and Foreign Policies Report	2	No. of reports	● Fully Achieved
Committee on Social Affairs Report	2	No. of reports	● Fully Achieved
Committee on Fisheries, Oceans and Maritime Affairs Report	2	No. of reports	● Partially Achieved
Operation Manual	1	100%	● Not Achieved
E-Signature Policy	1	100%	● Not Achieved
Training Plan	1	100%	● Not Achieved
Training Program for Staff and MPs	1	100%	● Not Achieved
Strategic Plan 2024-2027	1	100%	● Partially Achieved
New Office Space	1	100%	● Not Achieved
Guide for Public Submissions	1	100%	● Not Achieved
Quarterly Briefings	4	100%	● Not Achieved
Amend Article 23	1	100%	● Not Achieved
Official Opening of Committees	1	100%	● Not Achieved
Document Tracking System	1	100%	● Partially Achieved
Filing system developed and implemented	1	100%	● Not Achieved
Floating Budget Office	1	100%	● Fully Achieved
Recruitment	1	100%	● Fully Achieved
Division meetings	12	100%	● Partially Achieved
Planning workshop	1	100%	● Not Achieved
Business Plan 2026	1	100%	● Not Achieved
New Printers Installed	4	100%	● Not Achieved
Staff Study Tour	2	100%	● Not Achieved



# PARLIAMENTARY CORE LEGISLATIVE SERVICES

This section reports on the performance of all activities relating to the House and Procedures, Standing Committees, and the provision of Hansard services.

## HOUSE SITTING RELATED STATISTICS

The House and Procedure Division ensures that relevant documents, bills and parliamentary papers are prepared well in advance, along with the provision of appropriate advice to ensure that proceedings are conducted in accordance with the Standing Orders of the Parliament of the Republic of Vanuatu.

During the year 2025, Parliament successfully conducted six (6) Parliament Sessions. The figures below shows the summary of the sessions, sitting days, Bills, tabling of documents, Motions, Statements, Questions and Hansard Verbatim:

### Parliament Sitting Days

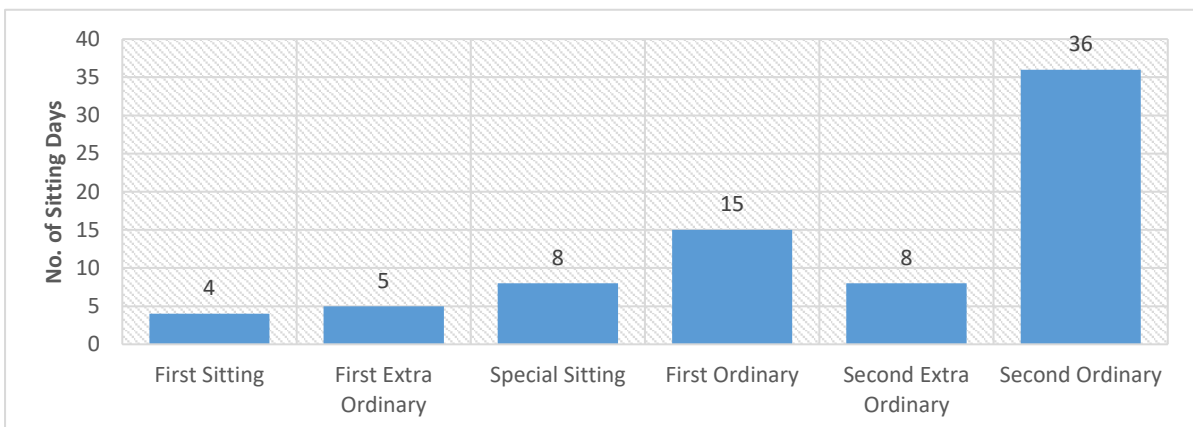
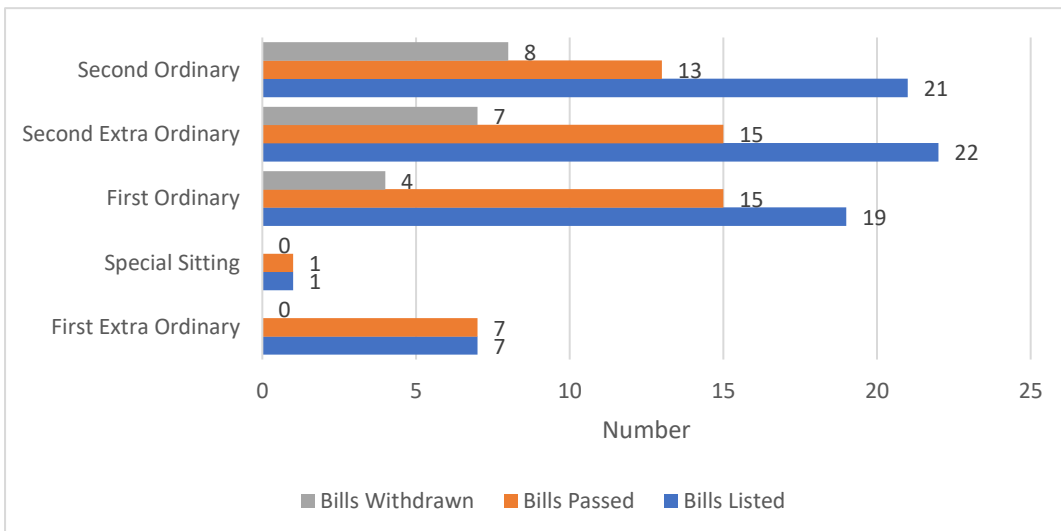


Figure 7: Total Sitting Days of 2025

### Bills

The House and Procedure provides assistance to Members of Parliament and staff with the



procedures for the introduction, passage, and amendment of Bills in the House. It also manages records of bills, ensuring that the most current information is available to Members of Parliament and the public in accordance with the legislative processes of the Parliament of the Republic of Vanuatu. Figure 8: Bills Considered in Parliament - 2025



- A total of 70 Bills were listed for tabling in the House during the period, of which 51 Bills (72%) were passed and 19 Bills (27%) were withdrawn.
- There were 14 new Bills, 36 Amendment Bills, and 1 Bill for ratification.
- During the First Extra-Ordinary Session of 2025, Parliament referred the Evidence Bill No. of 2025 to the Committee on Constitutional Affairs, and the Bill was subsequently tabled during the First Ordinary Session of 2025.

The referral enabled the Committee to coordinate briefing sessions for Members of Parliament to ensure Members were adequately informed on the provisions and implications of the Bill prior to its consideration by Parliament.

## Other Business

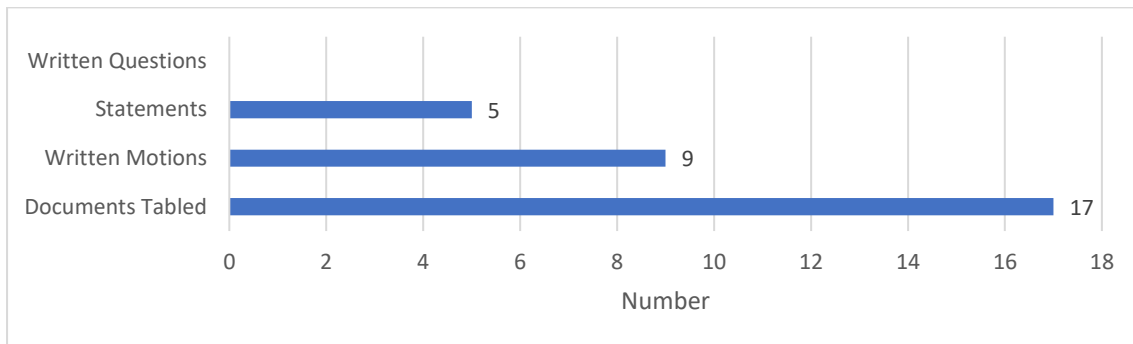


Figure 9: Statistics of other Business conducted in the House for the year 2025

## STANDING COMMITTEES

The Division ensures that appropriate support is provided to the Chairpersons and Members of all Standing Committees to facilitate the effective discharge of their functions. Historically, Parliament operated with a total of 8 Standing Committees. However, following the Revised Standing Orders of 2020, the number of Committees was reduced to 4 in an effort to better align available human resources, financial capacity, and meeting facilities. In 2025, the number of Committees was subsequently increased with the addition of 2 new Committees, bringing the total to 6, while resource allocations in terms of staffing and facilities for committee meetings remained unchanged.

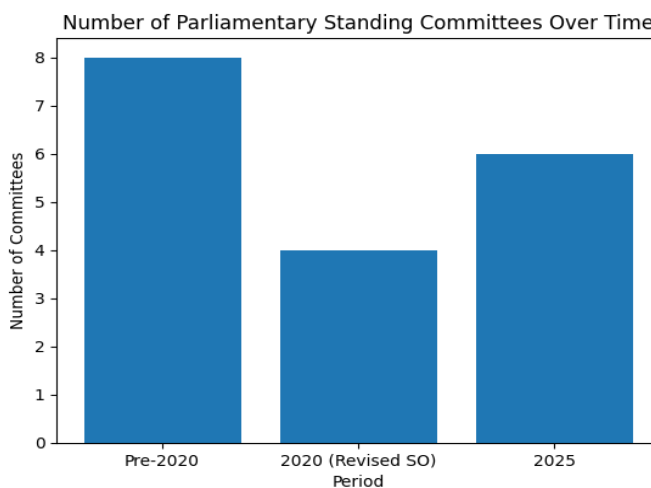


Figure 10: Number of Parliamentary Committees Over Time



# STANDING COMMITTEE OVERVIEW 2025

🔍 Enhancing Oversight | 🛡️ Promoting Accountability | 🏛️ Strengthening Governance

**1. PUBLIC ACCOUNTS COMMITTEE (PAC)**

**MEETINGS HELD | 5**

**KEY ACTIVITIES**

- Reviewed Auditor-General reports and public expenditure matters.
- Conducted inquiries into matters of national importance, including diplomatic passports and citizenship issues.
- Examined financial management and performance of selected government agencies and ministries.

**KEY OUTCOME**

Finalised the 2025 Inquiry Report for tabling during the 2026 Ordinary Sitting of Parliament.

**2. COMMITTEE ON ECONOMIC AND FOREIGN POLICIES**

**MEETINGS HELD | 4**

**KEY ACTIVITIES**

- Scrutinised the 2024 Annual Reports of MALFFB and MTTCNB.
- Conducted public hearings, stakeholder consultations, and field visits to Santo and Malekula.
- Participated in policy and economic development engagements, including a study visit to Fiji.

**KEY OUTCOME**

Completed all scheduled workplan activities, with reports approved and tabled in Parliament.

**3. COMMITTEE ON SOCIAL AFFAIRS**

**MEETINGS HELD | 4**

**KEY ACTIVITIES**

- Scrutinised the 2024 Annual Report of the Ministry of Education and Training.
- Conducted formal inquiries and engagements with senior officials and education stakeholders.
- Strengthened parliamentary oversight of education and social sector programmes.

**KEY OUTCOME**

Completed and tabled the scrutiny report in Parliament.

**4. COMMITTEE ON CONSTITUTIONAL AFFAIRS**

**MEETINGS HELD | 5**

**KEY ACTIVITIES**

- Approved the Committee's 2025 Annual Work Plan.
- Reviewed matters relating to the Vanuatu Teaching Service Commission (VTSC) and Public Service Commission (PSC).
- Conducted consultations and oversight engagements with relevant institutions.

**KEY OUTCOME**

Resolved to continue the inquiry into VTSC-related matters in 2026 due to time and logistical constraints.

**5. COMMITTEE ON FISHERIES, OCEANS AND MARITIME AFFAIRS**

**MEETINGS HELD | 4**

**KEY ACTIVITIES**

- Conducted an inquiry into the establishment and transition of the Ministry of Fisheries, Oceans and Maritime Affairs.
- Reviewed governance, legislative, and institutional challenges affecting the sector.
- Identified key issues including delays in transfers, lack of legislative alignment, limited capacity, and weak maritime safety enforcement.

**KEY OUTCOME**

Recommended urgent legislative reforms, implementation of COM Decision No. 283 of 2024, and strengthened institutional support.

**6. COMMITTEE ON INSTITUTIONAL AFFAIRS**

**MEETINGS HELD | 5**

**KEY ACTIVITIES**

- Approved the Committee's 2025 and 2026 Work Plans.
- Facilitated briefings for Members of Parliament on the Evidence Bill (No. of 2025).
- Conducted consultations with government institutions and statutory bodies.

**KEY OUTCOME**

Strengthened engagement with government agencies and improved parliamentary oversight, institutional accountability, and governance processes.



## HANSARD REPORTING SERVICES

Hansard Division continued to provide accurate and timely reporting services to support the proceedings of Parliament. This included the preparation of Clerk’s Minutes and Verbatim Reports for all parliamentary sittings conducted throughout the year. The Clerk’s Minutes listed below were approved by Parliament during the Second Ordinary Session of 2025.

### RECORDS PREPARED AND APPROVED DURING THE SECOND ORDINARY SESSION OF 2025

#### CLERK’S MINUTES APPROVED

The following Clerk’s Minutes were prepared and later approved during the Second Ordinary Session of 2025:

1	Second Extraordinary Session of 2023	7–22 August 2023
2	Third Extraordinary Session of 2023	10 August – 4 September 2023
3	Fourth Extraordinary Session of 2023	20–25 September 2023
4	Fifth Extraordinary Session of 2023	2–10 October 2023
5	Second Ordinary Session of 2023	2–10 November 2023
6	Sixth Extraordinary Session of 2023	15–22 November 2023
7	Special Sitting of 2023	12 December 2023

#### VERBATIM REPORTS PREPARED

The following Verbatim Reports of Parliament proceedings were also prepared and approved during the Second Ordinary Session of 2025:

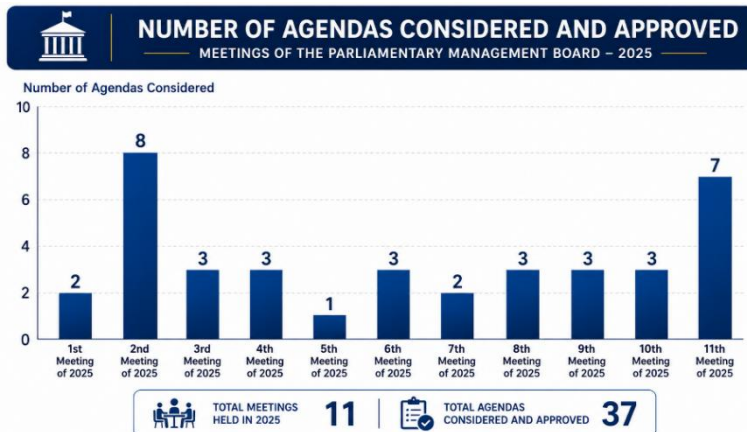
1	Second Extraordinary Session of 2023	7–22 August 2023
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## PARLIAMENTARY SUPPORT SERVICES

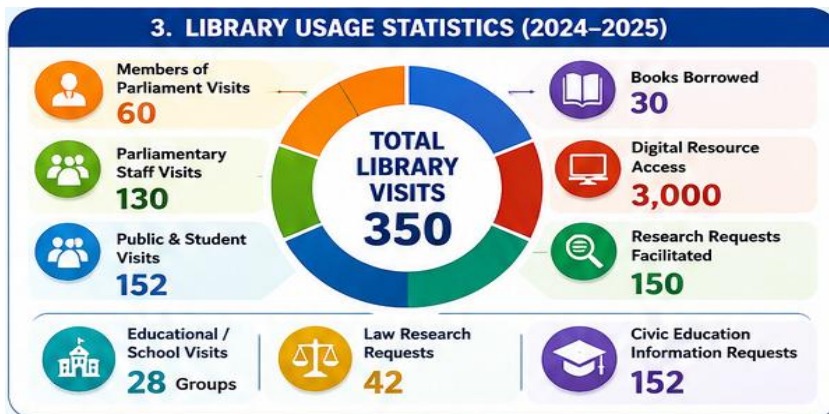
This section reports on the performance of all activities relating to the support services such as Cabinet and PMB Support, Library, Civic Education and Community Engagement, Inter-Parliamentary Relations, and Information and Communications Technology (ICT) services provided during the reporting period.

## PARLIAMENTARY MANAGEMENT BOARD RELATED STATISTICS

The Parliamentary Management Board provides strategic oversight and administrative guidance to ensure the effective and efficient operation of Parliament, including the management of its resources, policies, and institutional functions. In 2025, the Board convened a total of 11 meetings during which it considered 37 agenda items relating to the governance and administration of Parliament.



## LIBRARY SERVICES

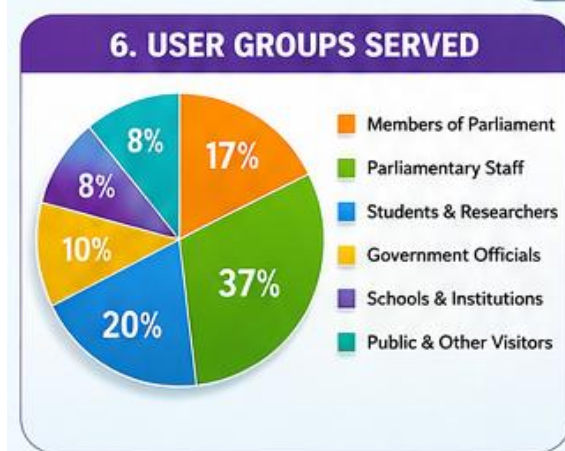


### 4. REQUESTS RECEIVED & FACILITATED

Request Type	MPs	Staff	Public/Others	Total
Research Requests	120	80	450	650
Document Printing & Information Support	400	350	180	930
Legislative Reference Requests	180	120	90	390
Civic Education Materials	70	60	120	250
Archive & Historical Information	55	40	95	190
<b>TOTAL ALL REQUESTS</b>				<b>2,410</b>

### 5. KEY ACHIEVEMENTS

- ✓ Installation of dual-screen setup and integrated PC system
- ✓ Library screen for updated Parliament sitting information
- ✓ VBOS, ICT & website training for staff
- ✓ Improved digital skills & internet knowledge
- ✓ Support to MPs letters & project proposals
- ✓ Strong support for school visits, public awareness, Mock Parliament & Youth Parliament
- ✓ Expansion of digital library services and online access



### 10. COLLECTIONS & ACQUISITIONS

- Governance & parliamentary procedure publications
- Legislative & constitutional materials
- Pacific regional publications
- Historical parliamentary archives
- Digital resources & e-books
- General publications relating to Vanuatu
- Access to international parliamentary & policy databases



# CIVIC EDUCATION AND COMMUNITY ENGAGEMENT

Civic education continues to play a vital role in promoting democracy, accountability, and public participation in Vanuatu by increasing citizens' understanding of Parliament and democratic governance. Despite operational and resource challenges, the Parliamentary Civic Education Taskforce successfully conducted outreach programs, school visits, youth engagement activities, and regional collaborations across several islands from 2024 to 2025, while continuing to strengthen public awareness and civic responsibility throughout the country.

## CIVIC EDUCATION OUTREACH & PROGRAMS

### 2024 – 2025

Strengthening democratic participation and increasing public understanding of Parliament through awareness, education, engagement and inclusive outreach across Vanuatu.

**1. OUTREACH AREAS**

**EFATE & OFFSHORE ISLANDS**

- Pango Community
- Pele Island Communities:
  - Worearu
  - Worasifu
  - Laonamoa
  - Piliura

**AUDIENCES ENGAGED**

- Men
- Women
- Youths
- Children
- Chiefs and Church Leaders

**2. PROGRAMS & ACTIVITIES DELIVERED**

**COMMUNITY OUTREACH (Efate & Tanna)**

- Parliamentary awareness sessions
- Distribution of civic education brochures
- Question and answer discussions
- Demonstrations on law-making processes and citizen participation

**TANNA CIVIC EDUCATION (PSC DAY)**

- Community & school outreach sessions
- Information booths
- Independence Anniversary participation
- More than **2,000** civic education materials distributed

**DEMOCRACY DAY – 15 SEPTEMBER 2025**

- Youth Mock Parliament
- One-day parliamentary procedure training
- Public panel discussions
- Civic awareness booths from all parliamentary divisions
- Engagement with NGOs, CSOs, youth groups and former MPs

**ELECTORAL CIVIC EDUCATION TRAINING**

- In partnership with:
  - Ministry of Education
  - Vanuatu Electoral Office
  - Transparency International Vanuatu
  - Right to Information Office
- Targeted senior secondary teachers from:
  - Torba
  - Penama
  - Shefa Provinces

REACH SUMMARY (2024–2025)

**OUTREACH AREAS**

3

Efate & Offshore Islands, Tanna Island

**COMMUNITIES ENGAGED**

6+

Pango, Worearu, Worasifu, Laonamoa, Piliura and communities in Tanna

**CIVIC EDUCATION MATERIALS DISTRIBUTED**

2,000+

Brochures and information materials shared

**YOUTH MOCK PARLIAMENT**

1

Held during Democracy Day 2025

**3. SCHOOL VISITS & EDUCATIONAL PROGRAMS**

**SCHOOLS & GROUPS VISITED**

7+

Islands & remote areas Pentecost, Epi, Santo, Tanna, Malekula, Ambrym and other islands

**VISITORS INCLUDE:**

- Secondary school students
- Tertiary students & institutions
- Youth groups & community organizations
- Foreign students & international visitors
- Law students & academic researchers
- Former political leaders & senior statesmen

**VISITORS LEARN & EXPERIENCE:**

- Parliamentary proceedings
- Law-making process
- Roles of MPs & parliamentary divisions
- Educational presentations & guided tours
- Access to Parliament Library for research & learning

**4. PARTNERSHIPS & COLLABORATION**

MINISTRY OF EDUCATION

VANUATU ELECTORAL OFFICE

TRANSPARENCY INTERNATIONAL VANUATU

RIGHT TO INFORMATION OFFICE

Working together to strengthen civic education and democratic participation.

**5. DIVERSITY & INCLUSION**

**WOMEN & YOUTH PARTICIPATION**

Active involvement in discussions on leadership, representation, accountability and democratic participation.

**COMMUNITY INCLUSIVENESS**

Programs welcomed chiefs, community leaders, church leaders, students and persons from remote and rural communities.

**YOUTH EMPOWERMENT**

Youth Mock Parliament initiative provided hands-on experience in parliamentary procedures and encouraged future civic leadership.

**KEY IMPACT**

Increased democratic awareness

Stronger public engagement with Parliament

Empowered youth and future leaders

Stronger partnerships for civic education

Greater access to knowledge and parliamentary processes

## REGIONAL AND INTERNATIONAL ENGAGEMENT

The Parliament of the Republic of Vanuatu continued to strengthen regional and international cooperation in civic education and parliamentary engagement through participation in the following programs and exchange activities:

- **Solomon Islands Civic Education Outreach Program – Marovo, Solomon Islands (2024)**  
Two Parliament staff members participated in a one-week regional civic education outreach program alongside the Solomon Islands civic education team. The program focused on community awareness activities and the sharing of regional approaches to civic education and democratic participation.



- **Fiji Parliament Youth Parliament Attachment Program – Fiji (2025)**  
One Parliament staff member participated in a Youth Parliament engagement and attachment program with the Fiji Parliament, aimed at strengthening knowledge and experience in youth parliamentary participation and democratic governance.



- **APEC Civic Education and Parliamentary Engagement Programs – Australia and New Zealand**  
Parliament representatives participated in annual APEC-related civic education and parliamentary engagement activities conducted in Australia and New Zealand. These programs strengthened understanding and knowledge in the areas of International civic education practices, Youth parliamentary engagement, Democratic participation strategies,



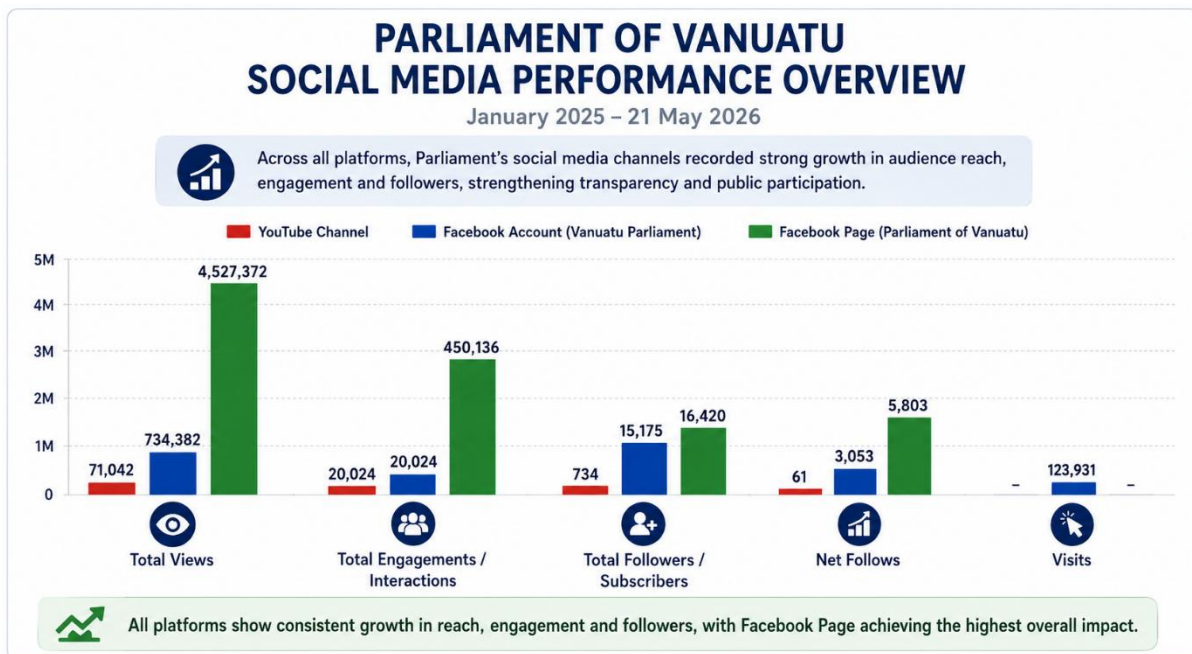


Community outreach methodologies, and regional collaboration and knowledge-sharing among parliamentary civic education officers.

### SOCIAL MEDIA INITIATIVES

In this modern era of technology and digital communication, Parliament continues to utilize various social media platforms, including Facebook and YouTube, to strengthen public awareness, increase transparency, and enhance the visibility of parliamentary activities to all Ni-Vanuatu citizens. Through these platforms, Parliament is able to engage more effectively with the public by providing timely information, live parliamentary coverage, and public awareness content.

The graph below provides an overview of the performance and public engagement across these social media platforms during the reporting period.



### INTER-PARLIAMENTARY RELATIONS

The Interparliamentary Relations Unit supports Members of Parliament representing the Parliament of the Republic of Vanuatu in regional and international parliamentary associations, including the IPU, CPA, APF, and ACP–EU. The Unit coordinates institutional exchanges, official communications, participation in meetings and capacity-building programmes, and manages administrative and reporting requirements. Through these functions, the Unit strengthens parliamentary diplomacy, international cooperation, and Vanuatu’s engagement in regional and global parliamentary networks.

#### MP Representatives:

Parliamentary Association / Partnership	Member of Parliament Representative
Commonwealth Parliamentary Association (CPA)	Hon. Tomker Netvunei
Inter-Parliamentary Union (IPU)	Hon. Fred Lui Samuel
Assemblée parlementaire de la Francophonie (APF)	Hon. Marie Louise Paulette Milne
ACP–EU Parliamentary Assembly	Hon. Matai Kaltabang
Twinning Agreement	Hon. John Salong



**Key Achievements:**

- Strengthened partnerships with regional and international parliamentary institutions, including the Queensland Parliament and Tai IA Kiwa programme.
- Increased Vanuatu Parliament’s participation and visibility in regional parliamentary networks through APF and PIPG engagements.
- Enhanced capacity-building opportunities for Members of Parliament and Secretariat staff through leadership, ICT, scrutiny, civic education, and international exchange programmes.
- Successfully mobilized external funding and donor support for most international parliamentary activities and programmes.
- Maintained institutional operations and international engagement despite post-earthquake operational challenges.

<b>ACTIVITIES IMPLEMENTED DURING 2025</b>				
ACTIVITY	DATE	PARTNER / HOST	PARTICIPANTS	KEY OUTCOME
Executive Leadership Programme in Australia	24 – 31 May 2025	Pacific Security College, Australia	19 MPs + 3 Staff	Strengthened leadership and governance capacity; renewed Twinning Agreement with Queensland Parliament.
APF Asia-Pacific Regional Meeting	6 – 7 Jun 2025	APF Asia-Pacific Regional Secretariat	Hon. Speaker + 3 Staff	Re-established Vanuatu's active participation within the APF Asia-Pacific Region.
Parliamentary Outreach to Tanna & PSC Day	Jul 2025	Parliament Secretariat	Parliament Staff + Office of the Speaker	Strengthened parliamentary outreach and civic engagement.
Pacific Islands Parliamentary Group (PIPG) Meeting	26 – 29 Aug 2025	PIPG	Hon. Speaker, Mr. Clerk, Mr. Ture & Mrs. Stephanie Mahit	Strengthened regional parliamentary dialogue and cooperation.
ICT Study Tour Initiative	16 – 23 Aug 2025	New Zealand Parliament	Ezra, Vira & Sylvério	Enhanced ICT and institutional development cooperation.
Fiji Youth Parliament Observation Programme	8 – 12 Sept 2025	Parliament of Fiji	Senior Interparliamentary Relations Officer, Mr. Achille	Gained knowledge and experience to support the organization of the 2026 Youth Parliament.
Open World Program – United States	24 Nov – 11 Dec 2025	Open World Leadership Center	4 MPs + 1 Staff	Enhanced understanding of U.S. legislative and governance systems and strengthened parliamentary diplomacy.
Attending APEC, Civic Educator Conferences	21 – 30 Nov 2025	New Zealand Parliament	2 Senior Staff, Ms. Stephanie Mahit & Mr. George Bage	Strengthened civic education knowledge, networks and regional collaboration.
Artificial Intelligence Conference AI, Malaysia	28 – 30 Nov 2025	Malaysia, IPU Conference	Two ICT Staff, Ezra & Vira	Gained knowledge on AI and digital innovations to support parliamentary digital transformation.
Parliament Scrutiny Week	1 – 4 Dec 2025	New Zealand Parliament	2 MPs + Staff of the Committees	Strengthened understanding of parliamentary scrutiny and committee oversight best practices.

These activities strengthen parliamentary leadership, regional cooperation, institutional capacity, civic engagement and international partnerships for a stronger Parliament of Vanuatu.

## INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) SERVICES

During 2025, the ICT Unit continued to strengthen Parliament’s digital infrastructure, information management systems, and operational support services through several key initiatives and projects. Major achievements included the development and revision of important ICT policies and operational guides, recruitment of key ICT personnel, and the completion of Phase 1 of both the Document Tracker and Asset Management Systems.

The Unit also successfully established the Mobile Parliament setup for the First Ordinary Session of 2025 and reconfigured the Parliament Library into a temporary Chamber for parliamentary sittings. Additional achievements included the implementation of Phase 1 of the CCTV and security camera system, the upgrade of the Parliament Intranet with enhanced communication features, and the installation of NAS backup servers to strengthen data security and storage for Hansard and livestream records.



These initiatives significantly improved ICT governance, operational efficiency, digital services, and institutional resilience within Parliament during the reporting period.

Listed below are the 2025 ICT projects:

PROJECT / ACTIVITY		STATUS	
	Redesign & Upgrade Intranet		Completed (100%)
	Develop / Upgrade Website		Deferred to 2026
	ICT Projects Management System		10% – UML drafted; deferred to 2026
	Video Security Surveillance		50% – Phase 1 completed
	Recruitment – Program Officer		Completed (100%)
	Recruitment / Transfer – ICT Technician		Completed (100%)
	Backup & Archiving System		Pending – funding delay
	Review & Upgrade KOHA/DSPACE		Deferred to 2026
	Document Tracker – Phase 1		50% – UAT Phase 1 completed
	Automated Transcript System		Deferred to 2026
	Computer Maintenance & Upgrades		20% – ongoing based on demand
	Develop Help Desk System		Deferred to 2026
	360 Virtual Tour Project		85% – Phase 1 completed
	Chamber Audio System Upgrades		Completed (100%)
	Extend Live Stream to Conference Rooms		Completed (100%)
	Parliament App (Android / iOS)		50% – ongoing
	Asset Registry System		90% – data input scheduled for 2026
	Review HR System with HR Unit		50% – on hold pending funding
	New NAS Servers		Completed (100%)
	Visitors Database / Tracker		Deferred to 2026

Completed
 In Progress
 Pending / Delayed
 Deferred



## PART 4 : CHALLENGES

During 2025, the Parliament of the Republic of Vanuatu encountered several operational, financial, institutional, and logistical challenges that affected the implementation of planned activities and service delivery across divisions.

### **Post-Earthquake Operational Disruptions**

The aftermath of the December 2024 earthquake continued to significantly affect parliamentary operations, including:

- Relocation of offices and temporary working arrangements;
- Renovation and reorganization of office and chamber spaces;
- Reduced access to parliamentary facilities and visitor services;
- Reassignment of staff to logistical and support responsibilities; and
- Disruptions to planning, coordination, and implementation of activities.

### **Financial and Budget Constraints**

Limited financial resources remained a major challenge across divisions, including:

- Lack of approved operational budgets;
- Insufficient funding for planned programmes and activities;
- High transportation and accommodation costs for outreach activities to remote islands;
- Delays in procurement and acquisition of resources and equipment;
- Declining New Policy Proposal (NPP) submissions; and
- Outstanding membership arrears to some parliamentary organizations.

These constraints affected programme implementation, international participation, outreach activities, and operational efficiency.

### **Staffing and Institutional Capacity Constraints**

Parliament continued to experience institutional and human resource limitations, including:

- Limited staffing capacity across divisions;
- Increased workload pressures and competing responsibilities among staff;
- Delays caused by the pending organizational structure;
- Limited administrative and technical support capacity; and
- Coordination and reporting delays affecting programme delivery and travel arrangements.

These challenges affected the timely implementation of activities and institutional effectiveness.

### **Operational and Logistical Challenges**

Several operational difficulties affected service delivery and programme implementation, including:

- Transportation and logistical difficulties for outreach activities;
- Accommodation constraints during field activities;
- Delays in administrative coordination and travel processing;
- Shortage of office equipment, stationery, and ICT resources; and
- Need for updated laptops, digital systems, and parliamentary information management tools.

### **ICT and Information Management Challenges**

Parliament also faced ongoing ICT and information management challenges, including:

- Limited ICT equipment and technical resources;
- Need for improved digital systems and website updates;
- Delays in updating Members' information and parliamentary records; and
- Need for enhanced digital transformation and information management capacity.

### **Governance and Administrative Challenges**

Institutional governance and administrative challenges included:

- External political influence affecting administrative processes;
- Weak internal financial management and control systems;
- Need for stronger accountability and compliance mechanisms; and
- Need to strengthen administrative independence and institutional governance frameworks.



# PART 5 : HUMAN RESOURCES

The Human Resource Unit of the Vanuatu Parliament continued to play a key role in supporting the institution through the effective management and development of its workforce during 2025. The Unit remained committed to ensuring that human resource services were delivered efficiently, professionally, and in compliance with the Parliamentary Service Staff Manual (PSSM), relevant employment legislation, and internal policies and procedures.

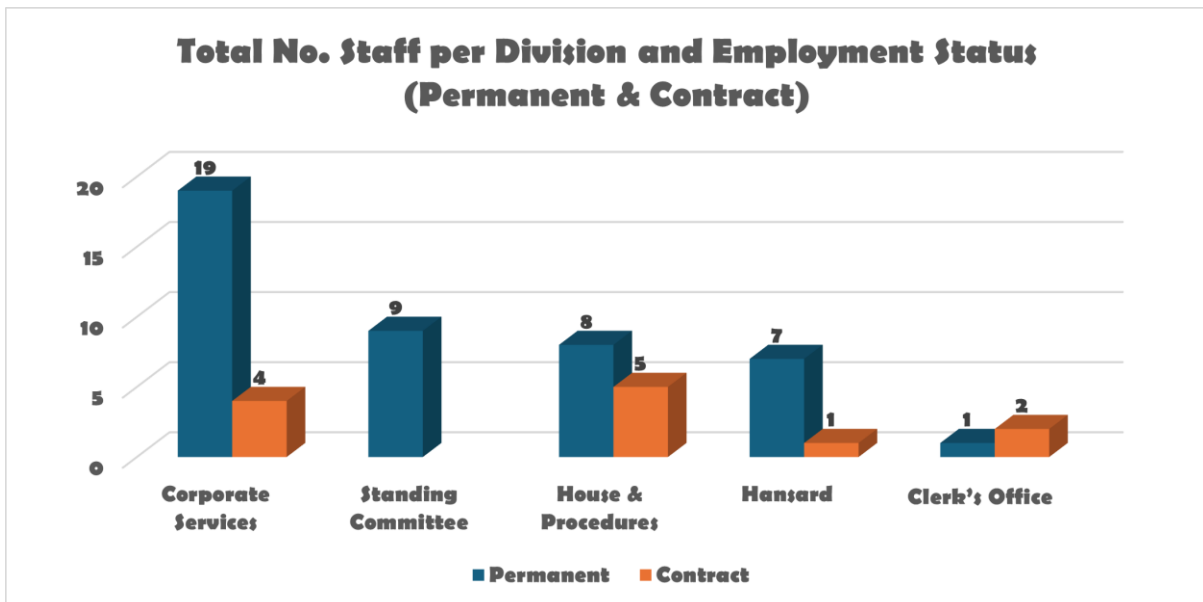
Throughout the year, the Human Resource Unit supported the Office of the Clerk and the Speakers Office and all parliamentary divisions in areas relating to recruitment, staff welfare, leave administration, performance management, staff records management, and training and capacity development. Priority was also given to strengthening workforce planning, addressing staffing gaps, improving staff performance, and promoting a safe and productive working environment.

In 2025, the Unit continued to face challenges relating to limited resources, increasing operational demands, and staff capacity needs. Despite these challenges, efforts were made to strengthen internal human resource systems and support the effective functioning of Parliament.

This report outlines the major human resource activities, achievements, challenges, and priorities undertaken by the Human Resource Unit of the Vanuatu Parliament during the 2025 reporting period.

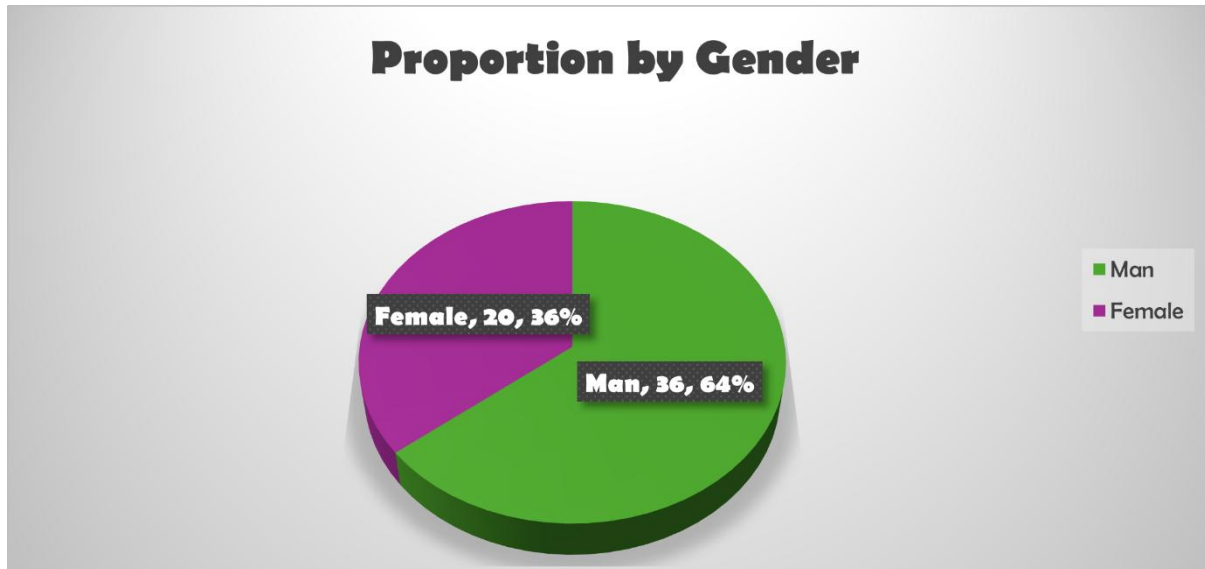
## 5.1 Total Number of Staffs by Division

- **Overall Workforce:** 56 staff (44 permanent, 12 contract).
- **Largest Division:** Corporate Services with 23 staff, about 41% of the total.
- **Smallest Division:** Clerk’s Office with 3 staff.
- **Workforce Balance:** 79% permanent, 21% contract.
- **Contract Reliance:** House & Procedures shows higher dependence on contract staff (5 contracts vs. 8 permanent).



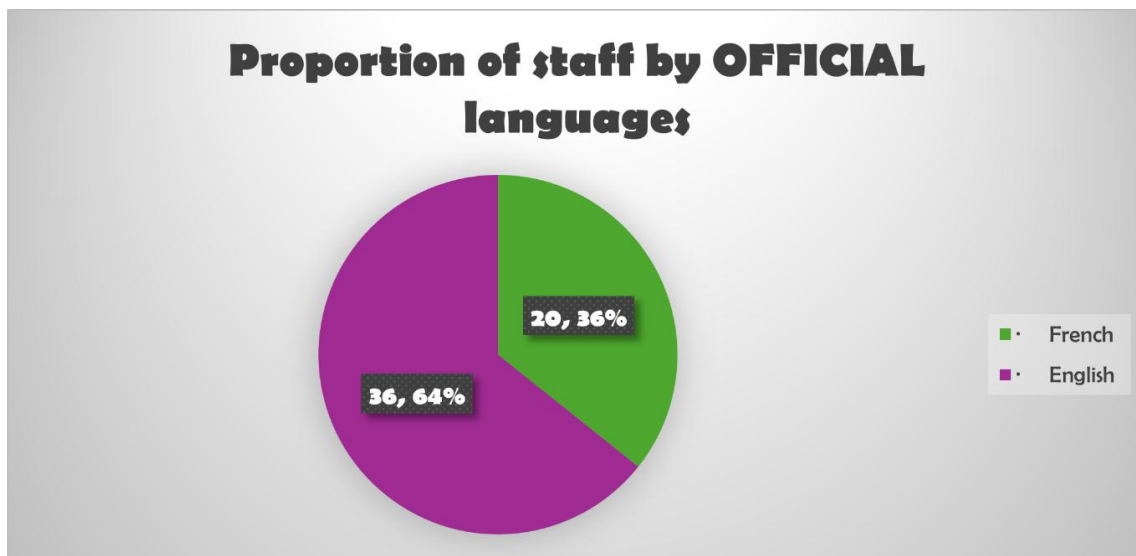
## 5.2 Proportion of Staffs by Gender

Out of the total staff (56 people), nearly two-thirds are men. This means for every 10 staff members, about **6 to 7 are men** and **3 to 4 are women**. The imbalance shows that men are the majority group in the workforce.



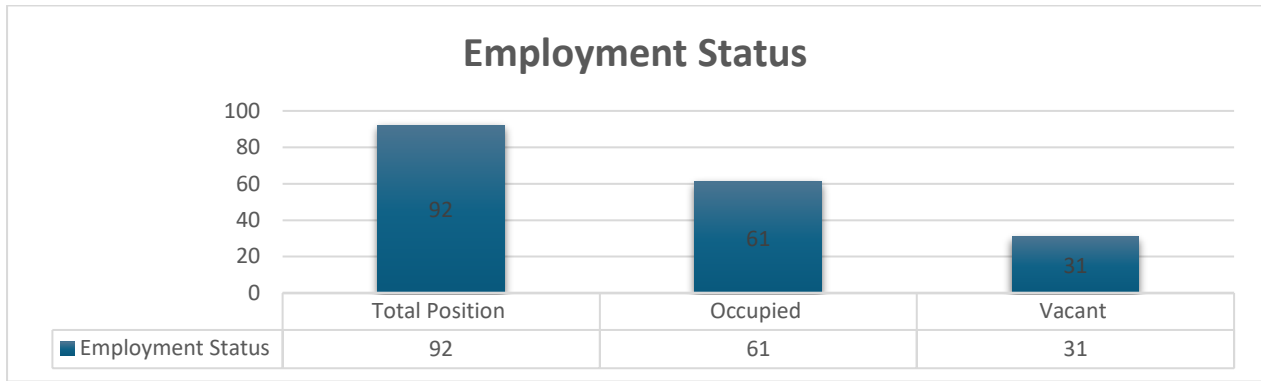
### 5.3 Proportion of Staff by Official Language Proficiency

**English proficiency** dominates within the staff, aligning with broader trends in Vanuatu where English is often the primary language of administration and governance. However, **French proficiency remains significant**, representing more than one-third of staff. This bilingual distribution reflects Vanuatu's dual official language system and suggests that while English may be the working majority, French-speaking staff are essential for inclusivity and effective communication across diverse communities.



### 5.4 Total Number of Positions Verse number of Positions Filled and Still Vacant

Out of 92 approved positions, **61 are currently filled**, representing **about 66% occupancy**. **31 positions remain vacant**, equivalent to **34% of the total establishment**, indicating room for recruitment or restructuring. Importantly, **some of the occupied positions are held on an acting basis**, meaning those posts are **temporarily filled** and still officially **vacant**. This dual status suggests that while operational coverage is maintained, **permanent appointments are pending**, which may affect continuity and long-term planning.



## 5.5 Total accrued Annual Leaves

The dataset lists **56 employees**—**44 permanent** and **12 contract**—with their accrued leave balances. The **total accrued leave** across all staff is **1,721 days**.

Overall, the data indicates a **stable leave accrual system** with predictable patterns between employment types. The system is functioning predictably, with permanent staff carrying the bulk of accrued leave. The negative entries are not errors but **advance leave usage**, while high accruals highlight the need for monitoring to avoid excessive carry-overs.

No. Staff	Employees	Employment Status	Accrued Leaves to date
1	Achille NAIMLONU	Permanent	48
2	George BAGE	Permanent	38
3	Georgelin VERTONY	Permanent	27
4	Gaetan RURU	Contract	13
5	Jason DANIEL	Permanent	54
6	Jean Regis N DELAVEAU	Permanent	18
7	John GRAHAM	Permanent	18
8	JOSIAH Vira Isno	Permanent	75
9	Lorine SESE	Permanent	57
10	Nirose Albert SILAS	Permanent	34
11	Robine Sek SINGO	Permanent	36
12	Serah Leimala THOMAS	Permanent	30
13	Albano LOLTEN	Permanent	88
14	Barnabe NEDI	Permanent	22
15	Betina Kulaly Mattau	Contract	1
16	Bordes ALPI	Permanent	58
17	Elsie Talei TORE	Permanent	13
18	Estella Jonas BANG	Permanent	77
19	Evelyne WOKON	Permanent	61
20	Ezra Raymond DICK	Permanent	44
21	Franko Franco ATINGTING	Permanent	73
22	Gillian Willie	Permanent	40
23	Giscard Kavick	Permanent	3
24	Harry MAKI	Permanent	55
25	Ianson Toka	Permanent	17
26	Jessy Obed	Permanent	28

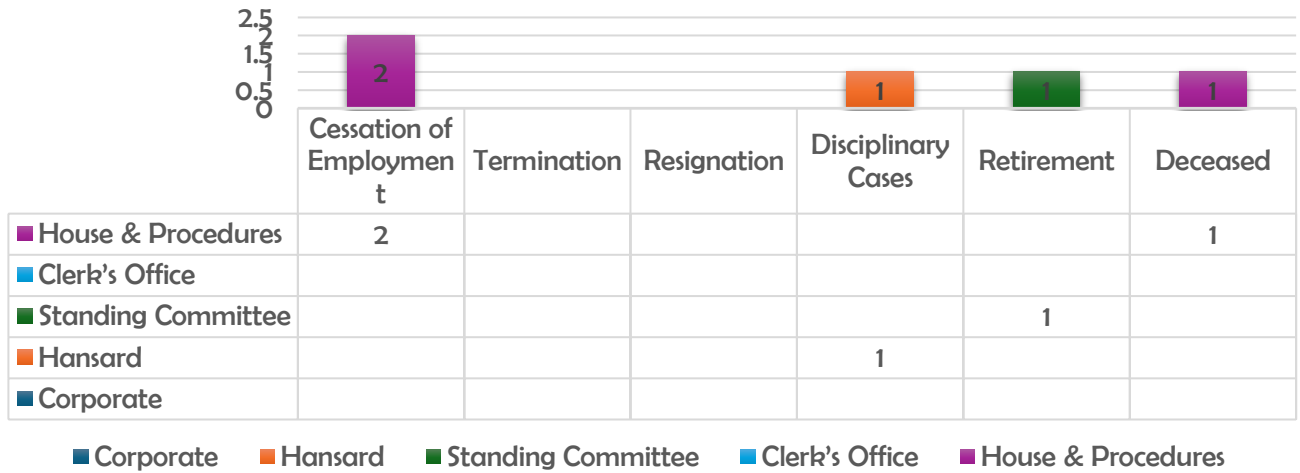


27	Joan Charlie	Permanent	4
28	John Roy Marango	Contract	36
29	Leila LAURET Gabrielle	Permanent	31
30	Leon TETER	Permanent	92
31	Louise Loloma VERE	Permanent	49
32	Marie Estelle ROSSBONG	Permanent	7
33	Marika Remona PATUNVANU	Permanent	25
34	Maxim Viromvuilisi BANGA	Contract	13
35	Micheline Matalue	Permanent	4
36	Milenka Nellie CALO	Permanent	41
37	Paola MOLKAS	Permanent	30
38	Peter JOSEPH	Permanent	87
39	Senderela ABBIE	Permanent	48
40	Stephanie Mahit	Permanent	7
41	Sylverio Willy	Contract	14
42	Timothy TOARA	Permanent	11
43	Tom Tyson Faratia	Permanent	92
44	William Sandy	Permanent	14
45	John Wetata Tom	Contract	13
46	Leo Solomon	Permanent	7
47	Dee Ann Tabimuel	Permanent	13
48	Steeve Ayong Nirua	Contract	11
49	Theophile Youri Amede	Contract	1
50	Kalmatak Kalpukai	Contract	5
51	Andrianna Tari Buru	Permanent	-5
52	George Japhet	Permanent	4
53	Walker Daniel	Contract	15
54	Peter Atis	Contract	9
55	Michel Napau	Permanent	9
56	Alex Edward Kamie	Contract	6
<b>Total Accrued Leaves</b>			<b>1,721</b>

## 5.6 Cessation of Employment and Compliance Reports/Disciplinary Cases (*Retirement, Resignation, Termination, Compliance Report, Disciplinary Case*)

Overall, the data reflects **low turnover and high compliance** across divisions. The few cessation cases are mainly procedural (retirement, contract completion) rather than disciplinary or voluntary exits, suggesting a **stable and well-managed workforce** under the Corporate Division's oversight.

### Cessation of Employment and compliance



#### Farewell of the outgoing Assistant Clerk to Standing Committee



Mr. **Leon Teter** concludes his tenure with the **Parliamentary Secretariat** on **Friday, 5 December 2025**, after **23 years of distinguished service**. He joined Parliament on **15 October 2002** as **Assistant Clerk to the Standing Committee**, a position he has held with dedication and professionalism for over two decades.

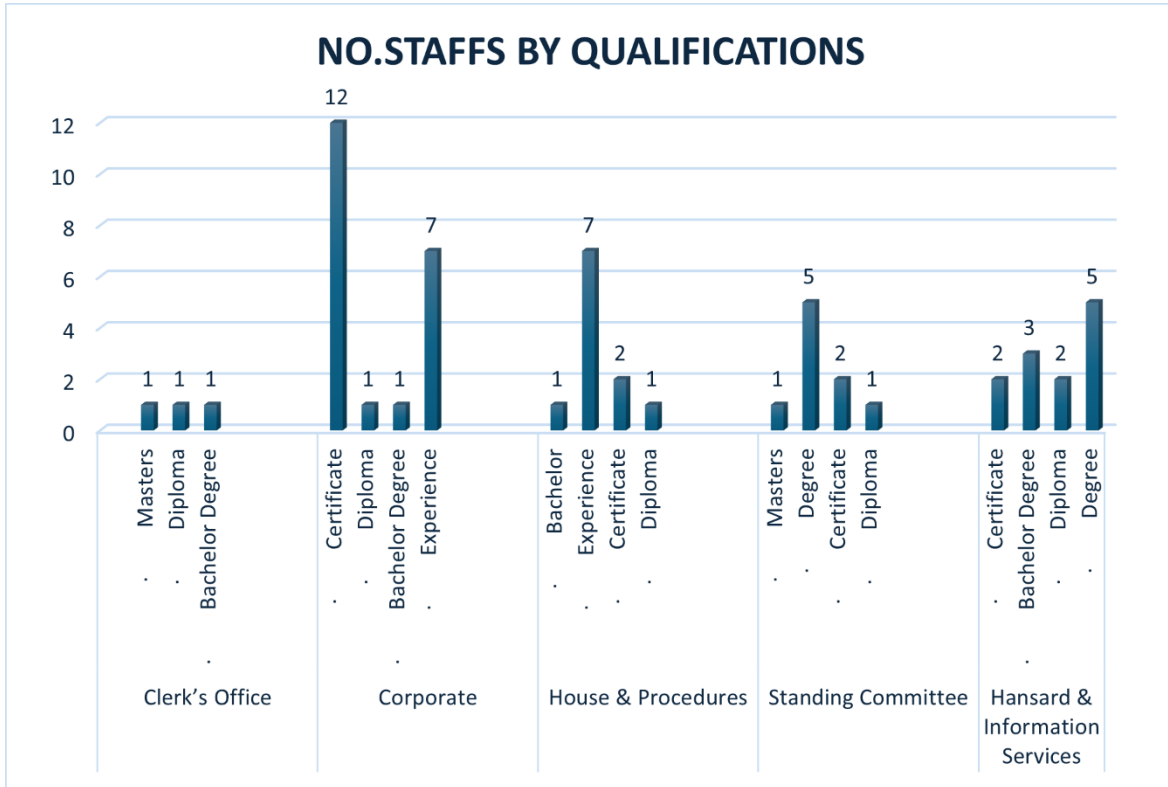
He also served as **Acting Clerk of Parliament** on several occasions, providing steady leadership and continuity during critical periods.

#### 5.7 Trainings and Scholarships;

Division	Key Qualifications	Observation
Clerk's Office	1 Master's, 1 Diploma, 1 Bachelor	Small team, all academically qualified.
Corporate Services	12 Certificates, 1 Diploma, 1 Bachelor, 7 with experience	Largest workforce, strong technical and vocational base.
House & Procedures	7 Bachelor (with experience), 2 Certificates, 1 Diploma	Balanced mix of academic and practical expertise.
Standing Committee	1 Master's, 5 Certificates, 2 Diplomas	Moderate size, leaning toward certificate-level qualifications.
Hansard & Information Services	2 Certificates, 3 Bachelor, 2 Diplomas, 5 Degrees	Diverse qualifications, strong academic representation.

#### 5.8 Staff qualifications

The chart shows the number of staff members across divisions categorized by their highest qualification level. It highlights the educational and professional diversity within the Parliamentary Service.



- Highest **Qualification Concentration:** Corporate Services leads with 12 certificate holders, showing a focus on operational and administrative skills.
- Academic **Strength:** Hansard & Information Services and House & Procedures have the highest number of degree holders, indicating strong analytical and technical capacity.
- Professional **Expertise:** Corporate and House & Procedures divisions show significant reliance on staff with practical experience, balancing academic and applied knowledge.
- Leadership **Potential:** Clerk's Office and Standing Committee have staff with Master's degrees, reflecting leadership and policy expertise.

### 5.9 Training & Development

TRAINING/SCHOLARSHIP	Timeframe	DIVISION	PARTICIPANTS
AI Training (Malaysia)	November	Corporate	1
AI Training (Malaysia)	November	Hansard & Information Services	2
Attend World Program Congressional Office for International Leadership) US	November	Clerk's Office	1
Youth Parliament (Fiji)	July	Clerk's Office	1
Civic Parliamentary Educators Conference (New Zealand)	July	Hansard & Information Services	1
		Standing Committee	1
FBO (Floating Budget Office) Solomon Islands	November	Standing Committee	1
ICT Study Tour (New Zealand)	July	Hansard & Information Services	2
Scrutiny Week	July	Standing Committee	2



## PART 6 : FINANCIAL STATEMENTS FOR THE YEAR ENED 2025

### Statement of Representation for Parliament of Vanuatu

We have reviewed the Statement of Financial Performance and the Statement of Appropriations for the institution for the year ended 31st December 2024 and provided the required schedules as outlined in Financial Circular 8 of 2021. We verify that:

1. The Statement of Financial Performance and Statement of Appropriations fairly reflect the **Parliament** Affairs financial activities for the period 1<sup>st</sup> January – 31<sup>st</sup> December 2024;
2. All LPOs were verified as being valid as at 31<sup>st</sup> December 2024 and any duplicate, invalid or erroneous LPOs have been cancelled;
3. All Standing and Accountable imprests due before 31<sup>st</sup> December 2024 have been retired and fully accounted for;
4. The asset register has been updated to the best of our ability and includes all known assets with a value of more than Vt100,000 as at 31<sup>st</sup> December 2024;
5. Employee leave transactions have been updated and the list of outstanding annual leave balances provided is valid and complete;
6. All known commitments, contingent liabilities and contingent assets have been identified and information submitted;
7. All adjustment journals have been made and passed onto the Department of Finance for approval.

Signed

.....  
**Mr. Maxime BANGA**  
Clerk of Parliament

.....  
**Mr. Albano LOLTEN**  
Finance Manager



## Statement of Appropriation

The Parliament of Vanuatu was appropriated a total annual budget of VT 1,314,207,582 for the 2025 financial year. Despite this allocation, the Parliament Administration projected operational requirements above the approved budget level, particularly for the institution’s operational activities and service delivery functions.

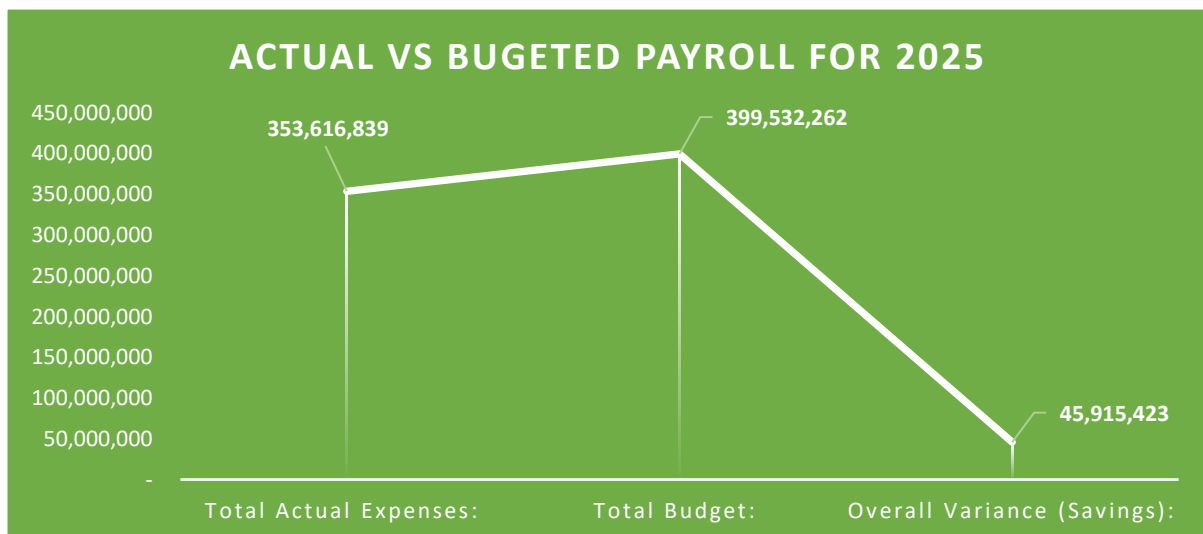
The budget analysis indicates that more than 50% of the total allocation is absorbed by Members’ entitlements, including Responsibility Allowances, Touring Allowances, and MP Allocation budgets, while the core operational budget of Parliament represents only approximately 20% of the total annual budget. This imbalance places significant pressure on the Administration’s ability to effectively support parliamentary operations, institutional programs, maintenance, and service delivery.

Although the Parliament Administration submitted additional funding requests through the New Policy Proposal (NPP) process to the Ministerial Budget Committee (MBC) during the 2025 budget preparation, none of the proposed activities were approved. As a result, Parliament continued to operate throughout the 2025 financial year within the approved budget ceiling of VT 1,314,207,582. Strategically, the analysis demonstrates that recent budget increases have largely accommodated Members’ benefits and entitlement-related expenditures, while the operational budget has remained relatively unchanged. This has created ongoing operational funding constraints and increased pressure on the Administration to deliver parliamentary services with limited operational resources.

### PAYROLL POSITION:

Payroll is an important component of budget, accounting for approximately 30% of the Parliament’s total budget. This table presents a **Year-to-Date (YTD)** Personnel Expenditure Analysis comparing the Actual Expenses against the Budget, and showing the Variance for each personnel cost category.

#### Overall Financial Position:



This indicates that the Personnel Budget is currently operating **under budget by VT 45.9 million**, which reflects overall cost savings in personnel expenditure.



## Key Analysis by Category

### Major Over-Expenditure Areas:

These categories exceeded the allocated budget.

Category	Over Budget (VT)	Analysis
<b>Permanent Wages</b>	66,515,683	Largest overspending is due to salary increments, additional staffing, promotions, or unbudgeted recruitments.
<b>Provident Fund</b>	8,758,789	Increased payroll costs automatically increased employer provident contributions.
<b>Gratuities Allowances</b>	6,379,206	Higher gratuity payments than anticipated, possibly due to retirements or contract completions.
<b>Home Island Passage Allowances</b>	812,733	Staff travel costs exceeded allocation slightly.

The largest financial pressure comes from:

- ✚ Permanent Wages
- ✚ Related statutory costs such as:
- ✚ Provident Fund
- ✚ Gratuities or severances and other entitlements etc..

This suggests growth in staffing costs or workforce expansion during the year.

### Major Under-Expenditure Areas:

These categories spent less than budget or had no budget provision.

Category	Savings / Negative Variance (VT)	Analysis
<b>1. Overtime Wages</b>	-9,437,352	Significant unbudgeted overtime expenditure due to shortages in human resources, particularly within the Security Unit, where officers worked excessive hours ranging from 8–12 hours per day. Additional overtime costs were also incurred too by other staffs due to excessive hours of work.
<b>2. Leave Expense</b>	-3,331,007	Leave liabilities and annual leave payments were not adequately budgeted. Additional expenditure was incurred from the payout of



		short-term contracts and leave entitlements. In some cases, leave entitlements were paid out upon request due to urgent personal needs arising for individual staff members, resulting in unplanned payroll expenditure.
<b>3. Acting Allowances</b>	-3,301,217	Acting appointments occurred without adequate budget provision to maintain the demand of the administration and of course the Members of Parliament. Another factor is the due to lengthy recruitment processes, delays in convening Parliamentary Management Board meetings, and budget constraints in accommodating additional staff positions.
<b>4. Payroll Expenses</b>	-3,000,000	Budget allocation may not have been utilized or possibly miscoded.
<b>5. Special Allowances</b>	-1,602,000	Unplanned allowance payments.
<b>6. Other Allowances</b>	-1,152,645	Additional allowance costs not budgeted.
<b>7. Family Allowance</b>	-102,438	Slightly above budget but manageable.

Several expenditure lines had:

- ✚ Zero allocated budget
- ✚ But actual expenses were incurred.

This indicates:

- ✚ Weak budget forecasting
- ✚ Budget omissions
- ✚ Reclassification issues
- ✚ Emergency staffing decisions during the year

## Key Financial Risks Identified:

### Payroll Cost Escalation

The variance of **VT 66,515,683** is a positive saving because:

- Actual expenditure is lower than the approved budget.
- The organization spent less on permanent wages than anticipated.

#### **Correct Analysis**

The under-expenditure may be due to:

- vacant positions not filled,
- delayed recruitment processes,
- staff resignations or retirements,
- unfilled approved establishment positions,
- or delays in the implementation of new appointments.

#### **Strategic Implication**

While this creates short-term payroll savings, it may also indicate:

- workforce shortages,
- operational workload pressure on existing staff,
- increased overtime costs,
- and delays in service delivery.



Issue Area	Description	Risks Identified	Recommendations
<b>B. Unbudgeted Expenditures</b>	Several allowance categories had no budget allocation but recorded actual spending.	<ul style="list-style-type: none"> <li>• Poor budget credibility</li> <li>• Weak expenditure planning</li> <li>• Possible audit findings</li> </ul>	<ul style="list-style-type: none"> <li>• Improve annual personnel budgeting process</li> <li>• Include realistic projections for: <ul style="list-style-type: none"> <li>✚ Acting allowances</li> <li>✚ Overtime</li> <li>✚ Leave liabilities</li> <li>✚ o Special allowances</li> </ul> </li> </ul>
<b>C. Provident and Gratuity Liabilities</b>	Growing employment costs increase long-term obligations.	<ul style="list-style-type: none"> <li>• Increasing long-term financial liabilities</li> <li>• Pressure on future payroll budgets</li> <li>• Potential sustainability concerns</li> </ul>	<ul style="list-style-type: none"> <li>✚ Develop long-term HR workforce plan</li> <li>✚ Forecast retirement and gratuity obligations</li> <li>✚ • Strengthen succession and retirement planning</li> </ul>

### Strategic Conclusion:

Although the Payroll Budget reflects an overall saving of approximately **VT 45.9 million**, the analysis highlights several underlying structural and payroll management issues that require close attention.

#### Positive Outlook:

- Overall payroll expenditure remains within the approved budget allocation.
- Certain payroll components, *including housing and family allowances*, were relatively well controlled and aligned with budget expectations.
- The overall under-expenditure provides short-term financial relief to the institution.

#### Key Concerns

- Permanent wage expenditure exceeded the approved budget significantly, primarily due to the implementation of the GRT rollout at the end of December 2024 and increment of significant positions that comes with higher responsibilities which increased salary-related obligations and associated statutory contributions.
- Several payroll expenditure lines recorded actual spending despite having no approved budget allocation (lack of consideration from Ministerial Budget Committee (MBC) which resulted weaknesses in payroll forecasting and personnel budgeting.
- Provident fund and gratuity liabilities continue to increase, creating growing long-term statutory obligations for the institution.
- *Operational payroll costs such as overtime, acting allowances, leave expenses, and special allowances* were not adequately projected during the budgeting process.

### Recommendation:

While the payroll position remains financially manageable in the short term, the current trends indicate increasing pressure on future personnel budgets. The reliance on budget savings in some



payroll categories may not be sustainable if workforce expansion, salary adjustments, and statutory obligations continue to rise without corresponding improvements in planning and forecasting.

The analysis further suggests that the payroll budgeting framework requires strengthening to ensure that all personnel-related obligations are realistically captured during budget preparation. Failure to properly budget operational payroll costs may expose the institution to:

- ⚠️ Recurring budget variances
- 🔍 Increased audit scrutiny
- 📉 Weak payroll credibility
- ⚠️ Long-term financial sustainability risks

Particular attention should be given to forecasting:

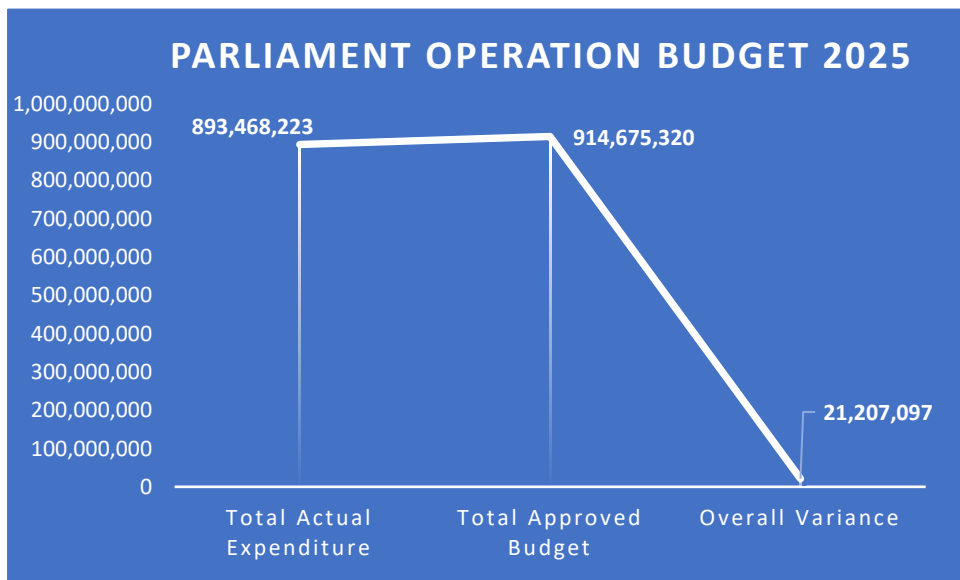
1. *GRT-related salary impacts,*
2. *overtime obligations,*
3. *gratuity liabilities,*
4. *increase of provident fund contributions;*
5. *and other employee entitlement costs*

**OPERATIONAL SITUATION:**

**Year-to-Date (YTD) Expenditure Review**

This analysis presents the **Year-to-Date (YTD)** expenditure performance for the Operational Budget by comparing Actual Expenditure against the Approved Budget and identifying the resulting Variances.

**Overall Assessment:**



The Goods and Services Budget remain within the approved allocation, recording an overall under-expenditure (saving) of approximately **VT 21.2 million**. This indicates that overall expenditure control remains

manageable during the reporting period. However, despite the favourable overall position, the analysis reveals significant over-expenditure and under-budgeting across several operational categories, indicating weaknesses in expenditure forecasting, procurement planning, and operational budget controls.



## Major Under-Expenditure Areas

The following categories recorded substantial savings:

Category	Savings (VT)	Analysis
Sitting Allowances	44,944,190	Lower number of parliamentary sittings significantly reduced costs.
M.P Touring Allowances	3,545,520	Reduced domestic touring and constituency visits.
International Accommodation	5,720,000	Lower international travel requirements than projected.
Telephone/Fax Communications	3,227,289	Reduced communication costs and better expenditure control.
Office Materials	5,343,126	Delayed procurement or reduced office supply usage.
Termination Payments	6,982,326	Fewer staff exits or employment terminations than anticipated.
International Travel	3,953,820	Reduced overseas travel commitments.
Local Travel	3,954,044	Controlled local travel expenditure.
International Organisation Fees	5,000,000	Contributions or memberships not yet paid during reporting period.
Internet & Satellite Communications	3,600,000	Budget allocation remained unused.

## Key Operational and Financial Issues Identified:

Section	Key Issues / Observations	Implications / Risks / Recommendations
A. Weak Budget Forecasting	<p>Several expenditure lines recorded substantial overspending despite having very limited or no approved budget allocation.</p> <p>Examples: Vehicle Replacement; Compensation Damages; Transport Freight; Good Will Allowances; Equipment Hire; Facilities Hire</p>	<p>Implications:</p> <ul style="list-style-type: none"> <li>• Inadequate annual budgeting</li> <li>• Weak procurement planning</li> <li>• Unplanned operational decisions</li> <li>• Poor expenditure forecasting</li> </ul>
B. High Operational and Maintenance Costs	<p>Significant overspending observed in repairs and maintenance, fuel, facilities hire, and vehicle servicing.</p>	<p>Risks:</p> <ul style="list-style-type: none"> <li>• Increasing future maintenance liabilities</li> <li>• Declining asset efficiency</li> <li>• Higher operational costs over time</li> </ul> <p>Recommendations:</p> <ul style="list-style-type: none"> <li>• Develop preventive maintenance plans</li> <li>• Improve asset replacement forecasting</li> </ul>



		<ul style="list-style-type: none"> <li>Strengthen procurement and maintenance scheduling</li> </ul>
C. Travel and Representation Expenditure	Travel-related categories were partially controlled; however, international subsistence and representation costs exceeded approved allocations.	<p>Concern: Overspending on international subsistence and representation</p> <p>Recommendations:</p> <ul style="list-style-type: none"> <li>Strengthen travel authorization procedures</li> <li>Improve forecasting for parliamentary and international engagements</li> <li>Enforce compliance with travel policies and entitlements</li> </ul>
D. Unbudgeted Capital and Operational Expenditure	<p>Expenditure incurred on items without sufficient budget provision.</p> <p>Examples: Vehicle Replacement; Compensation Damages; Equipment (Photocopiers); Freight Costs</p>	<p>Risks:</p> <ul style="list-style-type: none"> <li>Audit queries</li> <li>Weak budget credibility</li> <li>Financial governance weaknesses</li> </ul>
E. Budget Management Assessment	<p>Positive Indicators:</p> <ul style="list-style-type: none"> <li>Overall Goods and Services expenditure below total budget</li> <li>Some operational areas demonstrated strong control</li> <li>Reduced travel and communication costs achieved savings</li> </ul> <p>Areas Requiring Attention:</p> <ul style="list-style-type: none"> <li>Excessive unplanned operational expenditure</li> <li>Weak forecasting for maintenance and asset replacement</li> <li>Overspending in entertainment and allowances</li> <li>Increasing VAT and maintenance obligations</li> </ul>	<p>Overall Assessment:</p> <ul style="list-style-type: none"> <li>Budget execution shows partial control but structural weaknesses in forecasting and commitment control remain</li> </ul>

### Strategic Conclusion

Although the Goods and Services Budget remain within the approved appropriation with an overall saving of VT 21.2 million, ***the detailed analysis reveals underlying structural and operational expenditure concerns that require immediate management attention.***

The current favourable budget position is largely influenced by underspending in major operational categories such as parliamentary sittings, travel, communications, and office materials. However, these savings are partially offset by significant overspending in:

- maintenance and repair activities,*
- operational allowances,*
- entertainment expenses,*



- *fuel costs,*
- *VAT obligations,*
- *and unplanned capital-related expenditure.*

### Strong Final Assessment

While the institution remains financially stable in the short term, the expenditure trends indicate growing operational and asset-management pressures that may affect long-term financial sustainability if not properly addressed.

To strengthen future budget performance, management should prioritise:

- stronger expenditure forecasting,
- improved procurement and asset planning,
- preventive maintenance strategies,
- tighter operational expenditure controls,
- and more realistic budgeting for parliamentary operational activities.

Particular attention should be given to:

- maintenance and repair costs,
- vehicle and equipment replacement,
- travel and representation expenditure,
- VAT forecasting,
- and unbudgeted operational commitments

to ensure future operational Budgets are accurate, sustainable, compliant, and aligned with the institution's operational priorities and financial governance requirements.

**The table showing a summary table and a pie chart for personnel expenses.**

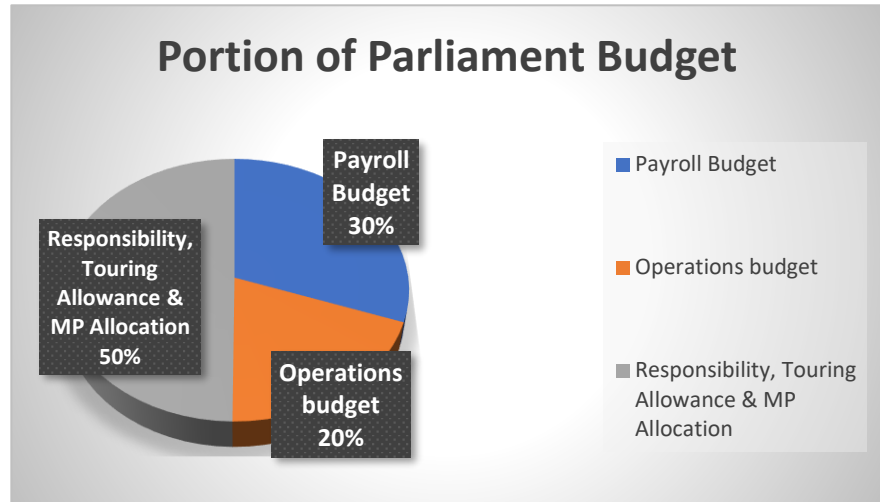
Description	Actual
Allowances (Acting, Responsibility, Family, Gratuity, Housing, Other, Home Island passage)	63,720,756
Provident Fund	20,690,668
Leave Expense	3,331,007
Wages (Contract, Daily Rated, Overtime, Permanent)	268,205,415

**Table showing the actual budget expenses of Parliament for 2025 Financial year:**

Year	Payroll Budget	Operations budget	Responsibility, Touring Allowance & MP Allocation	Annual Budget
2025	399,532,262	259,756,120	654,919,200	1,314,207,582

## PORTION OF PARLIAMENT BUDGET:

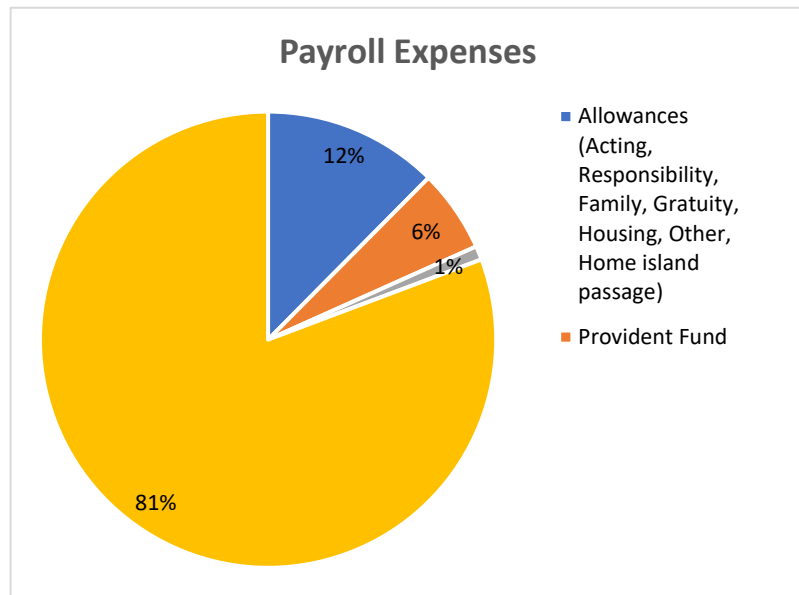
The data shows a **balanced but MP-focused budget structure**, where half of the resources support parliamentary representation and outreach, while the remaining half sustains staff and operational efficiency.



- The **largest share (50%)** goes to MPs' allowances and allocations, reflecting Parliament's focus on supporting constituency engagement and legislative responsibilities.
- The **payroll component (30%)** ensures adequate staffing and compensation for Secretariat operations.
- The **operations budget (20%)** is comparatively smaller, suggesting efficient administrative management or prioritization of direct parliamentary functions.

## Portion of Parliament Payroll

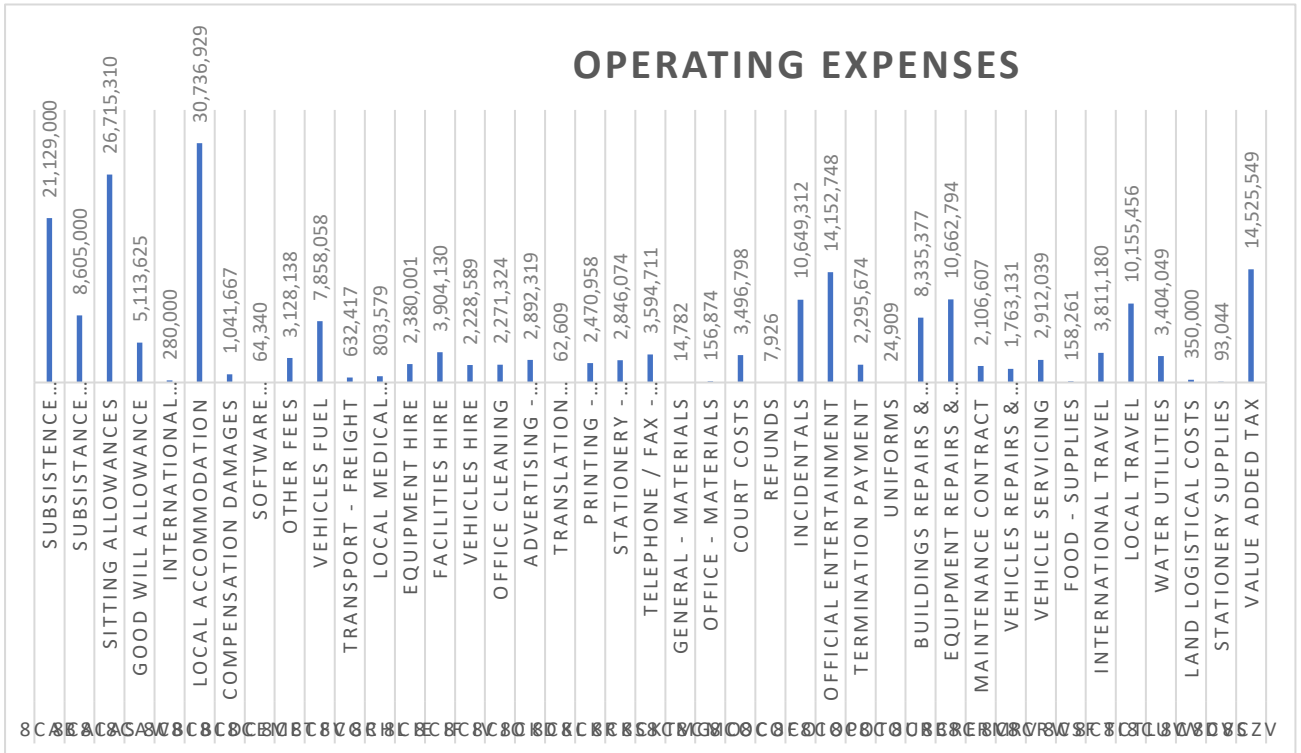
- **Dominant Cost Driver:** Wages account for over four-fifths of total payroll expenses, emphasizing that direct remuneration is the core financial commitment.
- **Balanced Support Structure:** Allowances and provident fund contributions together form 18%, showing Parliament's investment in staff welfare beyond salaries.
- **Operational Efficiency:** The small leave expense (1%) suggests effective control of leave accruals and payouts.



The payroll structure demonstrates a **strong focus on direct employee compensation**, complemented by modest allocations for allowances and benefits. This balance supports both workforce stability and fiscal responsibility within Parliament's human resource management framework.



## OPERATING EXPENSES



- **Top Spending Areas:** Travel (international and local), building maintenance, and software systems dominate the expense profile, indicating a strong focus on mobility, infrastructure, and technology.
- **Moderate Costs:** Categories like **official entertainment (14,152,748)** and **value-added tax (14,525,549)** show consistent operational overheads.
- **Low-Value Items:** Translation (62,649), uniforms (24,999), and court costs (7,926) represent minimal spending, suggesting efficient cost control in minor administrative areas.
- **Expense Distribution:** The data reveals a **broad operational scope**, balancing staff allowances, logistics, and maintenance with digital modernization efforts.

Parliament’s operating expenses are **heavily concentrated in travel, maintenance, and technology**, reflecting its dual focus on legislative mobility and institutional modernization. The spending pattern demonstrates a commitment to maintaining infrastructure and supporting parliamentary functions efficiently.

## VIREMENT

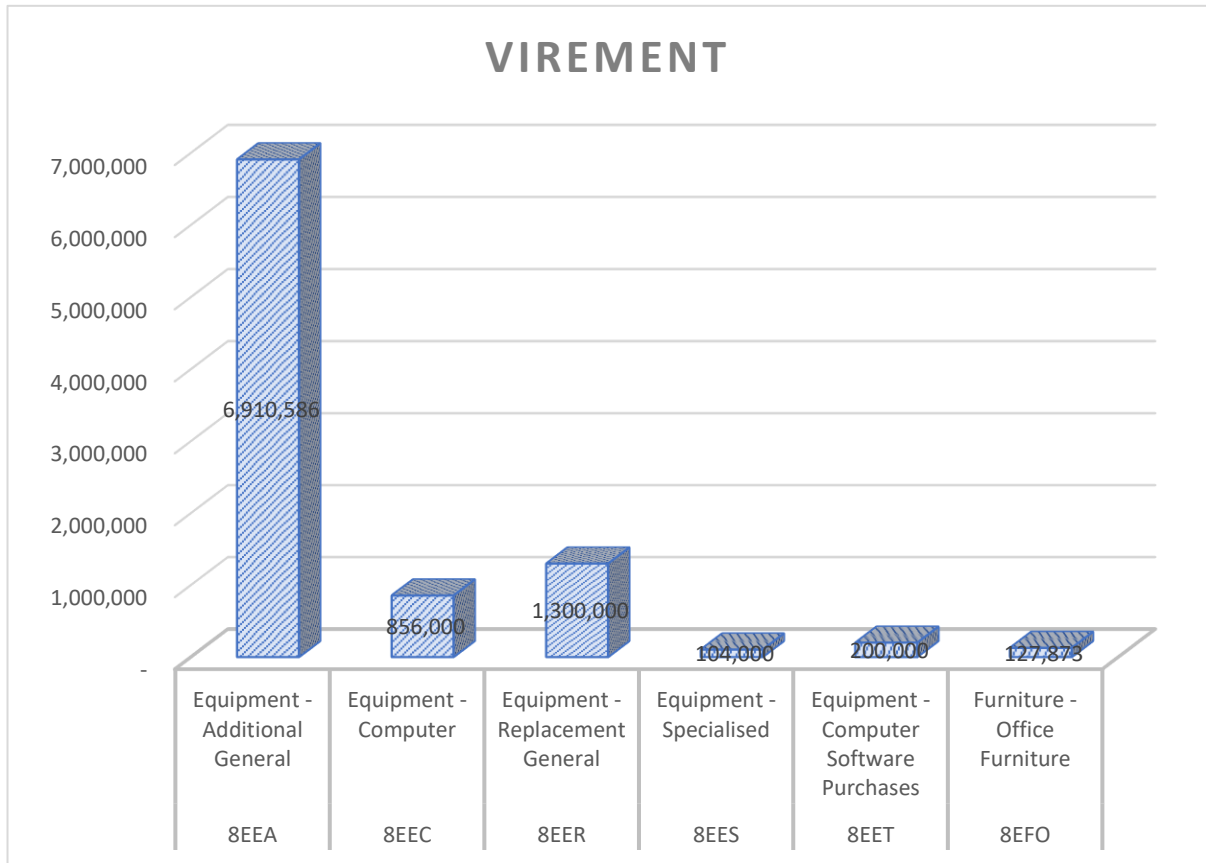
The chart displays the **budget reallocation (virement)** across six expenditure categories related to equipment and furniture. It highlights how funds were redistributed to meet operational priorities.

**Dominant Allocation:** The **Equipment – Additional General** category accounts for nearly **70% of total virements**, showing a strong focus on expanding or upgrading general equipment.

**Technology Investment:** Combined allocations for computer hardware and software (8EEC + 8EET) total over **1 million VUV**, reflecting ongoing digital modernization.



**Operational Efficiency:** Smaller virements for specialized equipment and furniture indicate controlled spending and prioritization of essential assets.



### The Virement of fund

The table outlines **five verified advance releases** made between **April and October 2025**, totalling **VT 119,563,639**.

- **Highest Allocation:** October’s release (VT 66.8 million) for parliamentary sessions represents **56%** of total advances, showing priority toward legislative operations.
- **Micro-Projects:** Two releases (May and August) totalling **VT 26.36 million** supported MPs’ constituency development, reflecting Parliament’s commitment to community engagement.
- **Operational Support:** The April and June releases (VT 26.38 million combined) funded committee meetings and relocation logistics, ensuring smooth administrative continuity.
- **Verification:** All activities were **completed and verified**, demonstrating strong financial compliance and accountability.

The advance releases in 2025 were **strategically aligned with parliamentary priorities**—supporting legislative sessions, constituency projects, and administrative transitions. The full execution and verification of all activities confirm **effective financial management and operational delivery** within the Parliamentary Secretariat.

**LIST OF ADVANCE RELEASE DETAILS FOR YEAR 2025**

DATE	Activity Cost Centre	DIVISION	ADVANCE RELEASE DETAILS	PURPOSE OF ADVANCE RELEASE	AMOUNT VT	VERIFIED IF THE ACTIVITY HAS BEEN DONE
<b>April 8th, 2025</b>	02BC / CBBC	Public Accounts Standing Committee	Calling of 2 <sup>nd</sup> Meeting month of April 2025	Supporting Funds towards: - DSA - Accommodation - Sitting Allowances - Air Ticket - Refreshments	VT 2,380,613	Done
<b>May 7, 2025</b>	02DC / CBDC	Members Allowances	Micro Project	MP Allocation	VT 24,364,200	Done
<b>June 16, 2025</b>	02AA / CBAA	Legislative	- Sort out outstanding Invoices - Assist relocation of the Management - Outstanding Legal Fees	1. Settlement of outstanding payments related to the Parliament Chamber Relocation activity. 2. Relocation Program Activities for the Honourable Speaker Office, his Cabinet Office, and the Parliament Secretariat Office to relocate to office of the Hon. MPs (Building Details, Government Wings) 3. Legal cost implication to sort out before end of this week	VT 24,000,000	Done
<b>August 25, 2025</b>	02DC / CBDC	Members Allowances	Micro Project	MP Allocation	VT 1,999,280	Done
<b>24<sup>th</sup> October 2025</b>	02AA / CBAA	Legislative	Calling of 2 <sup>nd</sup> Extraordinary Session for Year 2025 And calling of 2 <sup>nd</sup> Ordinary Session for Year 2025	Supporting Funds towards: - DSA - Accommodation - Sitting Allowances - Air Ticket Refreshments	VT 66,819,600	Done
<b>TOTAL AMOUNT VT</b>					<b>VT 119,563,639</b>	

**SUPPLEMENTARY FUND:**

There were no supplementary during 2025 financial year.

**REVENUE COLLECTION:**

The Parliament Administration doesn't make revenue but the Parliament Administration is trying collect and sale its old items to partly contribute in collection of revenue.



## PART 7 : POLICY DEVELOPMENT AND REVIEW

The following policies were developed in the reporting period:

1. Vehicle policy – Pending PMB’s approval
2. Uniform policy – Pending PMB’s approval
3. Civic Education Strategic Plan – Pending PMB’s approval
4. Security Management Plan – Pending PMB’s approval

## PART 8 : REPORTS BY THE AUDITOR GENERAL

There were no audits carried out at the Parliament in 2025. Therefore, Parliament did not receive a report from the Auditor General’s Office in 2025.

## PART 9 : REPORTS BY OMBUDSMAN

There was no record of the Ombudsman report or comment received from the Office of the Ombudsman in the year 2025.

## PART 10 : DECISION OF COURTS

There was no record of any court cases during the year 2025.

## PART 11 : CONTACT OFFICER

Mr. Jason Daniel **MATARIKI**  
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Parliament of Vanuatu  
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