



Pacific Institute
of Public Policy



Annual
Report
08

The Pacific Institute of Public Policy exists to stimulate and support policy debate in Pacific island countries.

We seek to:

- Engage stakeholders and provide an inclusive space for debate on pressing development issues.
- Build trust, understanding and consensus for actions that are collaborative rather than interest based.
- Strengthen linkages between academic researchers, development practitioners, government officials and elected leaders.
- Improve access to information in user relevant languages and formats.
- Advance development thinking and practice.

We believe this will result in:

- Greater public engagement in decision making processes.
- Strengthened civil society and political leadership shaping public policy.
- Better enabled government and non-government service providers.
- Improved research quality and relevance.
- Emergence of a locally conceived and considered public policy base to deliver practical responses to development problems.

Translating intention into action. That's the difference.



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Message from the Chair

On behalf of the Board I am pleased to release this inaugural Annual Report of the Pacific Institute of Public Policy, or as we fondly refer to the organisation - PiPP. It is now just over one year since PiPP was registered under the Vanuatu Charitable Associations Act – but as a concept it was born a long time ago. The ideas that led to the establishment of PiPP are not those of one or two people, and the reality of the organisation is the result of collective thinking and collaborative effort. Much of the former having been done over a shell or two of kava!

We were not alone in recognising a considerable gap between academic and technical observations, and the realities on the ground. Nor are we the only ones recognising the enormous investment in research and development programs. So why are such initiatives not shaping policy? Why are key messages not reaching national decision-makers? Why is it that throughout the Pacific, debate on pressing policy issues is limited? Why do policy debates fail to engage local communities? We know there is a wealth of knowledge, ideas and experience out there. The thinking behind PiPP is to connect these with the live policy debate. Adapting information and the latest thinking to advance the search for home grown solutions to national development challenges.

The beauty of our model is its simplicity. We don't profess to have the answers. We don't want to steer the debate. What we do want to do is provide an inclusive forum for discussion and ensure participants (be they policy makers, civil servants, community leaders, young people, older people, men and women) have access to quality information in user relevant language and formats. It is both necessary and desirable for us to work in partnership.

And again, the simplicity of our model ensures we don't try to replicate the work of others. For example, by working with the media, community based organisations, churches and different levels of government we can engage with wider audiences. By working in partnership with established research bodies we do not go about re-inventing the wheel.

Central to our success is our Advisory Council of eminent leaders, elder statesmen, academics, and policy practitioners. When we set about establishing PiPP, the idea was to keep the administrative arm quite small and to work through a network of people. In a short space of time this network spans most of the Pacific island countries and is forever growing deeper.

The organisation has also benefited greatly from the dedication and hard work of its staff, both temporary and permanent. In addition to the small core team in Port Vila we have had over 30 research assistants and contractors work with us over the last year and greatly appreciate their input.

As we grow, we hope that so too does the opportunity for people to share ideas and experiences – because it is through such sharing that creative solutions to problems are found. Creative solutions that are steeped in cultural and political relevance. Creative ideas that respond not just to problems, but also that seek to steer policy in new directions based on visionary thought and empirical evidence.

We are indebted to the people and organisations that have supported us through our infancy, and look forward to continuing these relationships as PiPP matures. On behalf of the board, management and staff - thank you!

Nikunj Soni
Chair of the Board and Executive Director

A year in review 2008

ESTABLISHING OUR PRESENCE

The Pacific Institute of Public Policy was established under the Vanuatu Charitable Associations (Incorporation) Act [CAP.140] on 21 November, 2007 as a vehicle to stimulate and support policy making in Pacific island countries by connecting academic and technical observations with the live policy debate. The model is simple: provide an inclusive forum for debate and ensure informed participation through access to quality information in user relevant language and formats.

There is, and has been, an enormous investment by aid donors and Pacific island governments in research that is grounded in empirical evidence. However key messages from academic and technical observations often fail to reach national decision-makers. In establishing PiPP we recognised the scope to build research capacities within governments and civil society organisations and ensure that conversation on pressing policy issues engage local communities.

Since setting up the PiPP office in Port Vila in January 2008, and travelling and meeting a range of government, donor, NGO, academic and private sector stakeholders from across the Pacific we have received overwhelming support for and willingness to participate in activities to address these gaps. The level of support for the PiPP approach is most evident with the broad representation on the PiPP Advisory Council (see page 15).

The Advisory Council has been central to our early success and provides advice to the Board and management on issues of strategic and policy importance, including setting research and policy priorities. Members of the Advisory Council are called upon to provide peer

review and support and academic members provide support to our Pacific research intern/fellowship program. Members of the Advisory Council are also invited to contribute opinion or research pieces for distribution through the PiPP network.

It is both necessary and desirable for PiPP to work in partnership. Again, the simplicity of our model ensures we don't try to replicate the work of others. For example, by working with the media, community based organisations, churches and different levels of government we can engage with wider audiences. By working in partnership with established research bodies we do not seek to re-invent the wheel. While we are well placed to conduct relevant research, we see our role as primarily communicating research outcomes. Effective communication comes from active involvement in the research process and not as a stand-alone event that is contracted out, and often as an after thought.

In addition to engaging with policy makers in Vanuatu, Solomon Islands, PNG, Kiribati, Tuvalu, Tonga, Marshall Islands, Cook Islands, Samoa and the Federated States of Micronesia, PiPP has built partnership links with a significant range of organisations and associations (see page 17).

ESTABLISHING MANAGEMENT STRUCTURES

The PiPP Board provides the overall strategic direction for the organisation. Composition and management of the Board (see page 15 for details of existing Board members) is detailed in the organisation's constitution. The Board meets in person at least once per year, as well as conducting regular teleconferences.

Prior to receiving core funding support, PiPP was operating from temporary office accommodation within Watergall Consulting Ltd. The temporary arrangement continued until 1 October, 2008 when PiPP took over its new office space located at Europe Corner, Lini Highway, Port Vila. The lease with the building owners (V-Consulting Ltd) is for an initial period of 12 months with option to extend. The new office space has been fitted out with office furniture and equipment, and provides a comfortable and attractive setting for staff and visitors alike. It has been designed to accommodate up to seven full time staff with desk space for visiting researchers and contractors and meeting (presentation) space for up to 20 people.

The staffing structure has evolved over the first twelve months of operation to better reflect the needs of the organisation as well as responding to changing circumstances. The full time staff

structure to move the organisation forward into 2009 is shown in Figure 1, and described below.

Over the first year the institute has experienced considerable growth. Since the relocation to the permanent office facility, we have grown to seven employees, culminating in the establishment of the Programme Management and Research sections. Through the end of 2009 we expect to continue growing to a total of ten permanent staff members and the establishment of a dedicated communications team.

Office of the Executive Director & Deputy Executive Director

The Executive Director provides overall leadership for the institute. The Deputy Executive Director shares responsibility for strategic development and implementation as well as overseeing the day-to-day activities of the organisation.

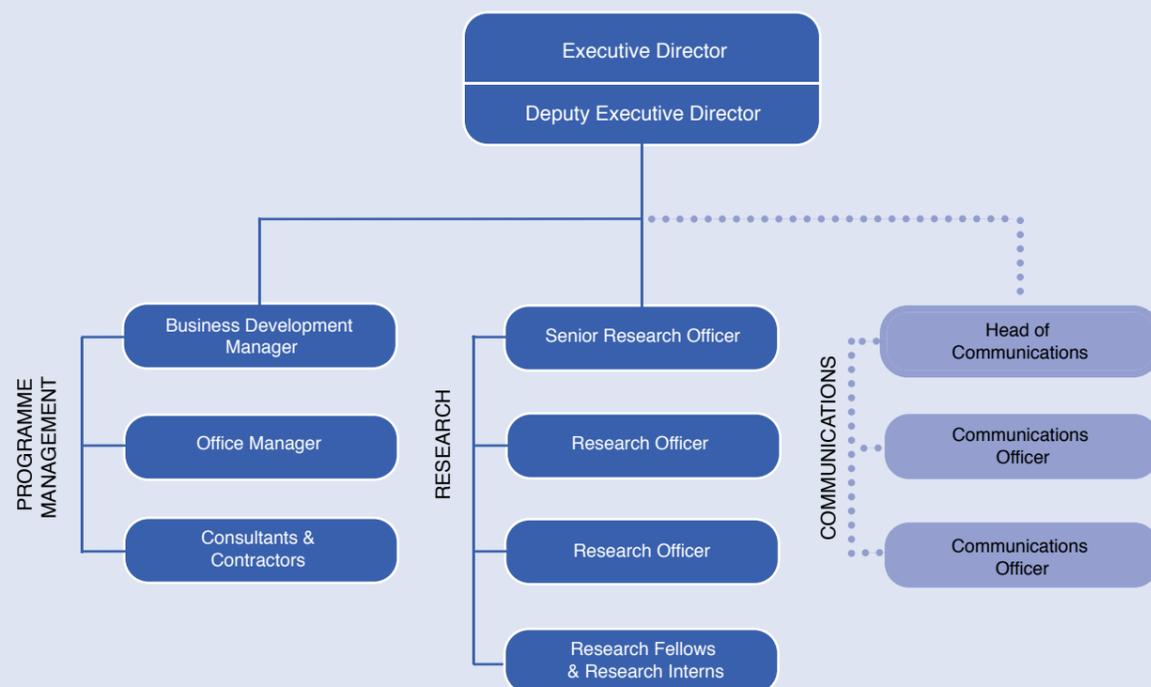


Figure 1: Organisational Structure January 2009

Programme Management

Headed by the Business Development Manager this section is charged with managing both the institute's financial expenditure and its income generation. The Business Development Manager executes the business and marketing plans to identify, source and diversify funding and institutional support, including the management of external contractors and consultants. The Office Manager organises the administrative activities that facilitate the smooth running of the office and programmes, including updating the financial accounts system, organising seminars, travel arrangements as well as maintaining information and systems.

Research

The Senior Research Officer provides leadership for the institute's research programme. The organisation's Research Ethics Framework guides research activities. In addition to undertaking detailed research projects, the research team also ensure timely response to contemporary and pressing policy issues across the Pacific. The research unit is supported by two full time research officers who oversee and mentor interns and research associates conducting short-term research projects in partnership with PiPP. In addition to core staff, we have engaged over 30 research contractors, interns and consultants.

Communications

Central to our model of engagement with policy stakeholders is active communication strategies and we aim to develop a dedicated team to help roll out our communications strategies by the end of 2009. In particular we will be seeking to be in a position to engage closely with the regional media agencies, continue to find and apply engaging methods of information dissemination and to further develop our online presence.

PROGRAMME ACHIEVEMENTS

Telecommunications research

The flagship research project for 2008 was a detailed study into how people in urban and rural Vanuatu exploit access to telecommunications, and how the use of telephony impacts on household livelihoods. Undertaken in the backdrop of a newly deregulated market, the study also considered the implications of telecommunications for gender dynamics, small and medium enterprises, and rural-urban linkages. The study draws on recent research conducted by the British Government Department for International Development (DFID), assessing the impact of telecommunications on poverty reduction and rural livelihoods in India, Mozambique and Tanzania. The underlying conceptual framework of the DFID study uses the Sustainable Livelihoods Framework. The research methodology was presented at the regional telecommunications conference held at the University of Samoa, and has received wide acclaim for its approach. A series of media articles accompany the main research findings report, a briefing note and a paper that submitted to the Pacific Economic Bulletin.

Research into political parties and groupings of Vanuatu

In partnership with the Australian Labor Party International Projects Unit, PiPP published a concise booklet profiling the political parties contesting the 2008 Vanuatu general election including an overview of each party/grouping policy platform. A first of its kind in Vanuatu, this publication was supported by a series of workshops for young leaders and party officials as well as ongoing engagement with political parties, civil society groups and media organisations.

Human rights training module

In association with the Vanuatu Rural Development Training Centres Association, PiPP published a basic human rights training module that covers topics such as introduction to human rights, culture and human rights, human rights and development as well as sections on rights of women, children, people living with disabilities and HIV/AIDS.

Road infrastructure in Samoa and Vanuatu

A research project that examines, compares and contrasts the governance and administration practices in Vanuatu and Samoa in relation to land transport. The findings identify the public sector governance and administration arrangements in Samoa and Vanuatu and how they impact on new road infrastructure projects, and contributes to the retention of institutional knowledge of reform processes in both countries.

Drivers of Change

Drivers of Change is a tool used by development agencies to identify and study the linkages between a country's political framework and the factors that support or block development. It considers the interaction between economic, social and cultural systems and the goals, behaviours and actions of the development actors. PiPP personnel were part of the Drivers of Change team that mapped out possible development scenarios for Vanuatu over the coming 10-15 years, based on different assumptions around political governance. PiPP was later commissioned to distil the key messages of the report into a series of briefing papers to inform a nation wide dissemination program. The Drivers of Change model was first used in the Pacific in Vanuatu and is now being undertaken in Tonga. We aim to further utilise this model to understand and inform debates on custom and democracy in the region.

Trade policy briefing series

A series of five trade briefing papers have been prepared and disseminated covering the Economic Partnership Agreement (EPA) negotiations, the Melanesian Spearhead Group trade arrangements, the trade pacts in place that affect the Pacific island countries, the special needs of small island states, and PACER Plus agreements and the emerging trade facilitation programs being negotiated to assist the Pacific island countries. The briefing papers have been well received and have led to the institute working closely with the Department of Trade in Vanuatu and being selected as one of six preferred suppliers for the AusAID Pacific Trade Research initiative announced at the Forum Trade Ministers Meeting in July 2008. Each Forum island country has been allocated grant funding to spend on national research priorities on of the six pre approved regional research institutions.

Pacific Economic Survey

The Pacific Economic Survey (AusAID 2008) is the first of a series of annual surveys that provide an overview and update of economic developments in the Pacific island region and Timor-Leste. Each Survey also includes separate chapters on particular issues of importance to the region. The 2008 survey examined the challenges of better connecting the Pacific through improved telecommunication, aviation and shipping services. PiPP was engaged to facilitate a number of round table discussions to accompany the launch of the Pacific Economic Survey in both Vanuatu and Solomon Islands and ongoing media engagement on the survey themes.

Network-mapping

A key activity of the start up period was network building, which included network-mapping exercises in Vanuatu, Solomon Islands, Samoa



Financial report

and Marshall Islands to further develop the PiPP network and understanding of the local political context. Additionally, we have forged strong links with a number of local, regional and international institutions (see) and attended/ presented at a number of regional seminars in Vanuatu, Solomon Islands, Samoa and Australia.

Media Engagement

PiPP has developed a close collaboration with local and regional media agencies including the Pacific Islands News Association. In particular, we have developed strong ties with the Media Association of Vanuatu and individual media outlets in the preparation and delivery of a series of media forums that were undertaken throughout the 2008 Vanuatu national election campaign. Additionally, we have a working partnership with the media unit at the Vanuatu Institute of Technology, providing mentoring support to media students and places in the internship programme. PiPP commentators have been regular contributors to local and regional media and have a reputation for credible commentary on regional policy issues.

Internships

An agreement is in place with the Public Service Commission of Vanuatu to develop a public service fellowship/internship program that would see PSC approval to grant leave without pay for a period of up to 3 months for approved applicants to join PiPP to undertake a specific piece of research. PiPP will fund applicants (i.e. cover participants salary while on leave from the public service) and provide research mentoring support through its Advisory Council. If successful it is expected that the arrangement be replicated in other countries. We also encourage interested individuals to apply to undertake an internship with the institute to carry out a specific piece of research.

The initial start-up was funded through consulting income and contributions from the institute's founders. A core funding contribution of VUV 20,552,618 (AUD 200,000) was received from AusAID for the period June 2008 to May 2009. In its first year of operation, PiPP earned VUV 16,554,372 income from four commissioned projects:

- *Launch of Pacific Economic Survey Vanuatu and Solomon Islands*
- *Briefing paper series on regional trade issues*
- *Publication profiling political parties and groupings in Vanuatu*
- *Social and economic impact of liberalisation of telecommunications in Vanuatu.*

While the consulting income came from a variety of streams, it is acknowledged that the above projects were all funded by the Australian Government either through AusAID (and its Governance For Growth programme partnership with the Government of Vanuatu) or, in the case of the political parties booklet, the Australian Political Parties for Democracy Program. This situation is not deliberate targeting, and reflects Australia's position as the dominant funding agency in the Pacific region.

It is preferable to diversify the institute's funding sources, while at the same time recognising the benefits of developing longer term strategic funding partnerships. Moving into 2009, the aim is to attract funding support from the other major donor agencies as well as attracting private sector financial support (including corporate sponsorship and private foundations). The global financial situation is bound to restrict access to philanthropic funds, but PiPP is better placed now to show case its achievements to attract funders. We recognise fund raising is time consuming and requires specific skills. While human resources remain limited within

the administration of the organisation, we are drawing on the skills and support of our strategic partners to improve our fund raising capacity. The recently recruited a Business Development Manager will be tasked with preparing and executing a marketing and networking plan. It may also be prudent to engage a professional fund raiser on a performance contract.

The preferable funding model is one that secures sufficient core funding to enable the execution of the annual work plan (including a calendar of discussion forums, briefing papers and research projects) and that allows a sufficient budget surplus (around VUV 8,000,000 or AUD 100,000) to protect cash flow. This is particularly important as different funding agencies operate over different financial years and can have significant lead times from agreement to injection of funds.

Commissioned research and advisory services will continue to be important income generators. It is likely that over the coming year, PiPP will be in a position to again secure significant consulting income. The institute is one of six preferred suppliers to the Pacific Trade Research Initiative and already has already established an enviable reputation for its approach to research and dissemination. This reputation is enhanced by the depth of the PiPP network, which includes members of the Advisory Council who contribute to research and consultancies. We will seek to strike the right balance of income generation and core stakeholder engagement activities by forging synergies between our commissioned research projects and communication activities.

The following pages summarise the institute's financial highlights for the period ending December 2008.

**INCOME STATEMENT
FOR PERIOD ENDED 31 DECEMBER, 2008**

REVENUE	2008 VUV
Core funding grant	20,552,618
Consulting income	16,554,372
Interest income	6,771
Foreign exchange revenue	62,981
Total revenue	37,176,742
EXPENSES	
Contractors	(23,304,422)
Depreciation	(106,957)
Rent	(778,125)
Travel	(1,843,342)
VNPF contributions	(24,800)
Wages and salaries	(620,000)
Other expenses	(2,201,225)
Total operating expenses	(28,878,871)
OPERATING SURPLUS	8,297,871

**STATEMENT OF CHANGE IN FUNDS
FOR PERIOD ENDED 31 DECEMBER, 2008**

	2008 VUV
BALANCE AT BEGINNING OF REPORTING PERIOD	-
Operating surplus for the reporting period	8,297,871
BALANCE AT THE END OF REPORTING PERIOD	8,297,871

**BALANCE SHEET
AS AT 31 DECEMBER, 2008**

CURRENT ASSETS	2008 VUV
Cash	5,443,751
Receivables	1,047,576
Other assets	206,058
Total current assets	6,697,385
NON-CURRENT ASSETS	
Property, plant and equipment	2,209,242
Total non-current assets	2,209,242
TOTAL ASSETS	8,906,627
CURRENT LIABILITIES	
Creditors and accruals	507,975
Directors loans	50,300
Provisions	50,481
Total current liabilities	608,756
TOTAL LIABILITIES	608,756
NET ASSETS	8,297,871
Accumulated surplus	8,297,871
TOTAL ACCUMULATED SURPLUS	8,297,871

NOTES:

Currency used is Vanuatu Vatu (VUV)

Average exchange rate for the calendar year ending December 2008, AUD\$1.00 = 92.1165 VUV

A complete copy of financial statements audited by Hawkes Law Chartered Accountants (a correspondent firm of KPMG International) is available upon request from the Pacific Institute of Public Policy, PMB 9034 Port Vila, Vanuatu or can be downloaded from our web site at pacificpolicy.org.



Looking to the future

Retained earnings of VUV 8,297,871 to be carried over from 2008 will ensure a positive cash flow through until June, 2009. It will be necessary to secure additional core funding support by the end of the first half of 2009 and negotiations are underway with donor partners and other agencies, and will continue through the first quarter of 2009.

Moving into 2009, the pressing issues will be to establish the organisation's regional legitimacy. Establishing office in Port Vila has coincided with Vanuatu focused consulting/research work for much of 2008. Coupled with limited human and financial resources during the start up period, travel has been relatively limited but has included Solomon Islands, Samoa, and Marshall Islands. There have also been opportunities to attend regional forums, that have provided opportunities for strengthening the PiPP network.

There is scope to build on the partnership links established in the first year of operation. The relatively limited resources will necessitate maximising of opportunities and also the focus on specific partnerships, namely: National Research Institute (PNG), National University of Samoa, Melanesian Spearhead Group Secretariat and Pacific Islands Forum Secretariat.

As the Port Vila office will be better staffed by the early part of 2009, there will be the opportunity to explore how we can increase the PiPP presence in each country through mutually beneficial arrangements with our network partners. It is not the intention to have an office in each country. Rather, the model to explore would be to have a relationship with partners such as the National Research Institute and the National University of Samoa that would see the sharing of resources. The

recent regional recruitment drive has also provided the possibility of negotiating with some of the applicants already situated within partner agencies with the aim of developing a PiPP liaison role.

The other key issue for the future of the organisation will be defining its income generating role. While necessary to cover the core funding shortfalls, consulting has proven to be both resource draining and somewhat distracting from the core activities, including strengthening our network. The preferred funding model would see a multi-year core funding arrangement to shift the focus from securing short term (annual) financial survival, to a longer term strategic approach to informing policy debate across the region.

It is acknowledged that it will take some time yet to reach the preferred model and it is envisaged that throughout 2009, PiPP can take the lead in discussion forums and information dissemination in Vanuatu and perhaps one or two other countries as the network partnership expands (likely PNG, Solomon Islands and/or Samoa). It will be important to find an expansion model that responds to the specific needs of each country. After all our core competency is also our competitive advantage – understanding the local political context, and working through a well established network to effect better information dissemination and provide forum for debate. Once we roll out our presence in each country we will tie the network together by having information flowing between countries so that national policy debates can benefit from the experiences and insights from others.

We will continue to develop synergies between our communication and research programs. By the end of 2009 we hope to establish a dedicated communications team that will

The people behind PiPP

enable us to continue to develop and apply engaging methods of information dissemination and to further develop our online presence. The skills we will be looking for in this team include media and public relations, graphic design, web design and management as well as other multi media approaches.

In 2009 we will establish a series of discussion forums to tackle pressing policy issues, including: electoral and parliamentary reform (especially in the Melanesian countries of PNG, Solomon Islands and Vanuatu), trade, climate change and gender. PiPP is working with Advisory Council members and other partners to identify potential keynote speakers from the region and beyond.

Our flagship research project for 2008 - the social and economic impact assessment of telecommunications liberalisation in Vanuatu - will be revisited in 2009. The second phase of the research will re-employ the quantitative and qualitative research methods to:

- provide more timely and up-to-date data
- track user behaviour and expenditure over time as a result of market forces and/or policy changes and/or interaction of both
- identify examples of economic growth attributed to telephony expansion (including highlighting case studies for dissemination as best practice examples)
- identify new trends/policy issues
- explore household expenditure on telecommunications
- investigate any environmental impacts of the telecommunications rollout.

The primary new research project for the first half of 2009 will be a detailed study into voter and political party behaviour in Vanuatu. A household level survey and qualitative interviews will be undertaken to explore how people voted and why as well as how political parties approached

the 2008 election campaign. The research will attempt to understand the driving forces behind voter and political behaviour and will be relevant to political parties and development stakeholders to better understand the key policy issues and how these are (or are not) linked into the live policy debate. Preliminary discussions have been undertaken with partners with the view to tie-in this research into a wider study into Melanesian political reform. There is scope to further explore this potential with partners in PNG, Solomon Islands and Fiji. It is also possible to draw on the 'Drivers of Change' model (first used in the Pacific in Vanuatu and now being undertaken in Tonga) to understand and inform debates on custom and democracy.

Trade will continue to be a key focus during 2009, and we will work closely with Pacific island governments to develop national trade positions in country (and across government and civil society) before linking back into regional approaches in the lead up to PACER Plus negotiations with Australia and New Zealand.

Other topics to be explored through 2009 include climate change, renewable energy, gender dynamics and education. We will also pursue a Scorecard approach to political accountability, drawing on the Institute's tested model of household level surveys. Another accountability measure to be developed will investigate the policy responses to the conventions signed by governments across the region.

Importantly, the research programme will have sufficient space to respond to demand driven research requests and contemporary issues as they arise. Our internship programme will continue and be expanded to include training and capacity building.

BOARD

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Mr Odo Tevi (Vanuatu)
Mr Kalio Tavola (Fiji)
Mr Afamasaga Toleafoa (Samoa)
Dr Stephen Howes (Australia)
Mr Rick Houenipwela (Solomon Islands)

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Mr Derek Brien, Deputy Executive Director
Mr John Licht, Business Development Manager
Dr Bimbika Sijapati Basnett, Senior Research Officer
Ms Ellen Bitalau, Office Manager
Mr Ben Kaurau, Research Officer
Ms Frida Bani, Research Officer

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Mr Benjamin Shing, Director of Finance, Vanuatu
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Mr John Mellors, Development Consultant, Australia
Mr Angus Barnes, Development Consultant, Australia
Mr John McWilliams, Development Consultant (formerly Head of Department of Finance), Australia
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Dr Dan Gay, Emergent Economics, Trade Specialist, UK
Mr Chris Yankello, Senior Associate, Business & Government Strategies, USA



Partners in development

VANUATU

Vanuatu Associations of Non-Governmental Organisations (VANGO)
 Foundation for the Peoples of the South Pacific (FSP)
 Oxfam
 Save the Children
 Wan Smol Bag
 University of South Pacific (USP)
 Chamber of Commerce
 Vanuatu Broadcasting and Television (VBTC)
 Vanuatu Institute of Technology (Media Studies Unit)

REGIONAL

Pacific Islands Forum Secretariat
 Melanesian Spearhead Group Secretariat
 National Research Institute (PNG)
 Pacific Islands News Association (PINA)
 University of Samoa
 Solomon Islands Chamber of Commerce
 Pacific Islands Private Sector Organisation
 Solomon Islands Development Trust
 Pacific Islands Broadcasting Association

INTERNATIONAL

Australian Agency for International Development (AusAID)
 Australia National University - Crawford School of Economics & Government
 Overseas Development Institute
 Lowy Institute
 Agence France Presse
 World Poverty Institute – University of Manchester
 World Bank – Justice for the Poor
 Asian Development Bank
 Centre for Democratic Institutions
 International Women's Development Agency (IWDA)
 Commonwealth Human Rights Initiative
 Commonwealth Secretariat – Youth Program South Pacific Centre
 Caribbean Policy Research Institute (CaPRI)
 RMIT University (Australia)
 Australian Labor Party International Projects Unit

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