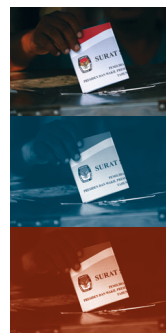




Attachment C—Summary of organisational responses to questionnaire

Australian and New Zealand School of Government (ANZSOG)	Nature of work	Importance of work	Goal and objectives	Geographic scope, focus and target groups	Approach: principles and strategies	Performance	Clients, partners and contributors
	Promoting outstanding public sector leadership and effective public policy in Australia, New Zealand and the Asia-Pacific region. Pursues mission through development and delivery of programs targeted at senior public servants in developed countries. Pacific Islands Scholarships for Governance Program (PiSGP) and the Pacific Executive Program.	Need for improved transparency, accountability, equity and efficiency in the public sector across the Pacific. Need for public sector leaders who can model best practice in public sector leadership to those reporting to them, to the political executive and to their communities.	Developed jointly with AusAID to build capacity and strengthen reform in the Pacific region. Designed for public sector officials in executive ranks, who are identified as emerging and future leaders. Goal is to improve public sector capacity in the Pacific region. Purpose of programs is to improve the management and leadership capacity of senior public servants in participating countries.	Pacific programs delivered to senior public servants in Pacific Island Forum member governments. PiSGP and the Pacific Executive Program (PACE) participants are from: PNG, Fiji, Solomon Islands, Samoa, Vanuatu, Tonga, Kiribati and Nauru.	Programs incorporate structure that combines residential intensive learning with action learning in the workplace.	Formal evaluations indicate high level of satisfaction. Six months after each PACE cohort concludes, ANZSOG conducts a full program evaluation. Evaluation seeks input from participants, their managers and Chief Executive Officers. Evaluation provides participants and their agencies with reflection on the program and how it has contributed to capacity building.	Programs in partnership with AusAID. Participants of these programs are principal clients.

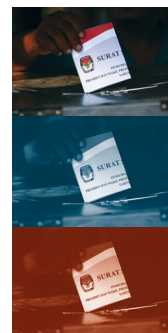
	Nature of work	Importance of work	Goal and objectives	Geographic scope, focus and target groups	Approach: principles and strategies	Performance	Clients, partners and contributors
Asia Foundation (Indonesia) Office	Supports initiatives to strengthen Indonesian democratic institutions in delivering policies and services. Enabler for Indonesian players in promoting democratic political governance. Staff work alongside civil society partners and provide technical assistance to partners in program design, implementation and monitoring.	Understanding of Indonesia's political culture and development. With local partners, able to design effective program intervention that makes sense in the Indonesian context.	Support Indonesian institutions' efforts to 'make democracy work' for Indonesians. Better and non-discriminatory policies and services. Foundation and its partners' work on political governance — supports state and non-state institutions in making democracy deliver.	No particular geographic focus. Selects areas in which work is based on a combination of the following factors: • need for type of intervention being considered • available local partners with access/ capacity in area • political will/ openness on the part of local government if relevant.	Programs tailor-made to respond to unique opportunities and challenges provided and posed by each locality. Foundation provides support to Indonesian initiatives for reform. Works in tandem with local partners. Supports institutionalising systems that help governments to deliver services more effectively. Works on demand and supply sides of governance.	Performance is measured, using long-term and short-term indicators and goals. Monitors its success by keeping track of formulation of local policies (i.e., the legal framework, which allows better governance). Keeps track of public participation and the institutionalisation of mechanism through which participation is made in democratic institutions.	Principal clients are Indonesians. Current support is to CSOs as a means to strengthen government institutions to help them deliver effectively.





	Nature of work	Importance of work	Goal and objectives	Geographic scope, focus and target groups	Approach: principles and strategies	Performance	Clients, partners and contributors
Asia Research Centre	Dynamics of political and economic reform in developing countries of Asia. Research project on new modes of governance in Asia. Project is examined further in the 'Goals and objectives' section of this report.	Examines complex forces involved in building reform coalitions across state and civil society. Focuses on networks and relationships within which they are situated and which define the allocation of power and wealth. Provides a mode of analysis that enables relationships and networks of power and obligation to be identified.	Project examines: nature and forms of new and emerging modes of political governance; special emphasis on accountability reform; role of governance in providing collective goods that involve transnational arrangements; dynamics of new post authoritarian regimes in Southeast Asia; understanding social foundation of these regimes; role of new actors; private militias, civil society groups and ethnic movements in political governance.	Strengths in Southeast Asia. Increasingly developing strengths in South Asia, particularly India, Bangladesh and Nepal.	Project examines same points as discussed under the 'Goals and objectives' section of this report.	Evaluates performance through peer-reviewed publications and grant income. Developed communication strategy to disseminate research finding to broader public audience through policy briefs, website and public seminars.	Well-established and extensive collaborative relationships with research organisations in Southeast Asia. Tries where possible to build local research capacity in these organisations.

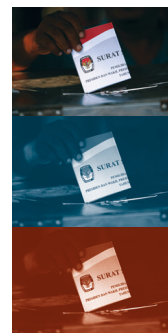
	Nature of work	Importance of work	Goal and objectives	Geographic scope, focus and target groups	Approach: principles and strategies	Performance	Clients, partners and contributors
United Nations Democracy Fund (UNDEF)	UN Trust Fund under the authority of the Secretary-General. Funded through voluntary contributions from member states. Guided by advisory board—representatives of member states, eminent individuals and civil society leaders. Provides grants to projects globally that strengthen the voice of civil society, promote human rights, and encourage the participation of all groups in democratic processes. Majority of funds go to local NGOs in transition and consolidation phases of democratisation.	Supports 'demand' side of democratisation.	Strengthens voice of civil society in democratic dialogue and support for constitutional processes; civil society empowerment, including women's empowerment; civic education and voter registration; citizen's access to information; participation rights and rule of law in support of civil society; transparency and integrity. Projects contribute to strengthening capacity of NGOs to engage in their nations' deliberative processes through training and networking or through building peak bodies.	Finances projects principally in least-developed, low- or middle-income countries. Provides funding (typically up to 25 per cent of available funds in each annual project round) to regional and global projects promoting democracy. Local NGOs.	Recognition of diversity within unity of democratic values reflected in Terms of Reference of UNDEF. Fund complements and builds upon current UN efforts, programs and projects and ensures integrated, coherent, and demand-driven approach.	Given that the Fund began disbursing funds in 2006, and its projects are generally of two years duration, not yet possible to draw any broad conclusions from the handful of projects which have been completed. From 2008, the Advisory Board set aside 10 per cent of project funds for monitoring and evaluation. Commercial consulting firms to undertake project evaluations of individual country, regional, global or clusters of projects selected on thematic or regional bases. Evaluation process will be initiated by Terms of Reference, and will assess project effectiveness, sustainability, relevance, efficiency, impact achieved, and impact likely to be achieved by the project in future.	Partners: international NGOs and other organisations, including other parts of UN system. Receives expert support and advice on program funding criteria and project proposals from its Programme Consultative Group, consisting of representatives from main UN entities engaged in democratic governance. All funds come from member states. Thirty-five have contributed to date. Biggest contributors are the United States, India, Japan, Qatar, Australia, Germany and France.





	Nature of work	Importance of work	Goal and objectives	Geographic scope, focus and target groups	Approach: principles and strategies	Performance	Clients, partners and contributors
United Nations Development Fund for Women (UNIFEM) Regional Pacific Office	Mandated to work in 15 Pacific Island countries to strengthen women's political participation; representation at national and local levels of legislature; greater understanding of and engagement with democratic processes; advocacy for good governance and accountable leadership at all levels of society. GEPG—partnership/cooperation with a range of national stakeholders.	Support women in Pacific Island countries to become stronger citizens and leaders—at local and national levels—by increasing formal participation at decision-making levels. Through GEPG it is hoped that a significant contribution can be made to strengthen good governance principles in the target countries and support their national efforts to achieving the MDGs	Contributes to advancing gender equality in political governance in the Pacific region at national and local levels. Increases participation of women as active citizens and leaders. Works on the implementation of the Security Council Resolution 1325: aims to increase women's participation in peacekeeping and protection of women's human rights in conflict situations and participation of women in post-conflict processes. Supports the integration of gender equality principles into constitutions, laws, policies and government plans.	Covers 15 Pacific Island countries. Three sub-regions are covered: Micronesia, Melanesia and Polynesia. Special focus is given to PNG, Vanuatu, Solomon Islands (and Fiji when applicable). Setting up national and sub-national offices in those countries to carry out program activities. Additional element of civic education at local levels carried out through national/local NGOs.	Overarching principle is achieving gender equality in political governance. Based on principle of democratic right to equal representation, women empowered to have equal share of power and decision making at all levels. Equal representation in leadership positions of men and women is identified within the international community to be the pre-condition for sustainable development of society as a whole.	Support intervention is given to strategic decision makers and holders of key functions in national context to ensure that policy support is rendered in an effective and efficient way. Program has developed a comprehensive research framework in close cooperation with AusAID, based on the principle to monitor and evaluate GEPG intervention over time.	Principle partner: AusAID. In Solomon Islands cooperates with RAMSI and machinery of government programs. Other contributors: Pacific Islands Forum Secretariat, UN agencies active in governance and parliamentary support, Secretariat of the Pacific Community, IPU, Commonwealth Local Government Forum (CLGF). National women's machineries, women's organisations, electoral officials, political parties, MPs and NGOs active in civic education are principal clients, recipients of GEPG support activities.

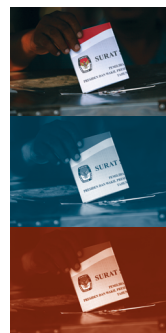
	Nature of work	Importance of work	Goal and objectives	Geographic scope, focus and target groups	Approach: principles and strategies	Performance	Clients, partners and contributors
Global Organisation of Parliamentarians Against Corruption (GOPAC)	Three pillars: peer support; education of parliamentarians; and political leadership (on governance improvements). Active members in leadership positions. GOPAC sees political leadership on governance reform related to integrity and anti-corruption as its dominant activity. Global task forces of parliamentarians from different regions of the world where members are interested in the subject matter.	Well documented impediments to development caused by corruption. Resources devoted to combating corruption through improved governance remain a small fraction of development resources. Growing evidence that prevention through governance is more cost-effective than simply focusing on criminalisation and enhanced prosecution.	Reduction in corruption and development through improved governance and parliamentary performance.	Incorporated regional chapters in North America, Latin America, Europe (western), South Eastern Europe, Arab region, Africa, and South-East Asia. Chapters under development or actively seeking to develop in the Caribbean, South Asia, Central Asia, and Eastern Europe.	Principles and strategies driving political governance: - Members are individual parliamentarians; better positioned for membership continuity by separating participation from the personal and party preferences of Speakers and Party Leaders. - Works more like a parliamentary committee: parliamentarians do the work, supported by staff, not parliamentarians directing staff. - Seeks to work with expert agencies, so parliamentarians' deliberations are well informed. - Favours learning by doing.	Intermediate indicators: growing membership; partnering with major international organisations with overlapping objectives; individual anecdotes of worthwhile initiatives; and a growing sense that participation in a visible and credible global organisation adds a measure of protection for individual members pursuing integrity in governance. Committed to a report on results by the occasion of the conference to be held in 2010-11 Funding agencies are evaluating the development period (closing in 2008) and the transition to a sustaining organisation.	Immediate clients are parliamentarians. Partners: international and national organisations sharing GOPAC's objectives. CSOs: Transparency International; UN Office of Drugs and Crime; and international development agencies that see corruption as a development impediment and improved governance as part of the solution. Funding has been predominantly from development agencies.





	Nature of work	Importance of work	Goal and objectives	Geographic scope, focus and target groups	Approach: principles and strategies	Performance	Clients, partners and contributors
The Institute for Ethics, Governance and Law (IEGL)	Principally focused on: • parliamentary ethics, ministerial ethics and governance • coups d'etat • national integrity systems • dialogue on governance values.	The bulk of governance reform emphasises statutory reform and introduces new integrity institutions based on Western models. These will be ineffective if implemented in isolation. IEGL has argued that values can play a critical role in making governance reform more effective. They provide the basis for a third and vital arm in governance reform—ethical standard setting.	Contribute to the building of intellectual capital and human capital of governance reform in the region. The required human capital is a network of current and future leaders willing to act to build and reform their countries' national integrity systems.	Countries: Philippines, Indonesia, Thailand and the South Pacific Target groups: leaders, broadly including parliamentarians, public servants, executive, and those working with national integrity systems.	Values-based approach to governance, that is culturally specific and not based on imposition of Western models. Interdisciplinary approach to governance. Works with and through local and regional centres. Supports regional leadership.	Has been a leader in governance and anti-corruption research and has played a major role in developing an understanding of national integrity systems and integrating research and capacity building in law, ethics, leadership and institutional reform, to promote integrity and reduce corruption.	United Nations University, Queensland University of Technology, Soros Open Society Institute. Local and regional centres include the Centre for Asian Integrity in Manila.

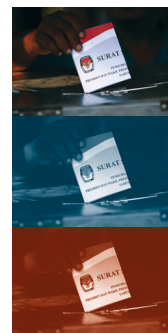
	Nature of work	Importance of work	Goal and objectives	Geographic scope, focus and target groups	Approach: principles and strategies	Performance	Clients, partners and contributors
International Institute for Democracy and Electoral Assistance (IDEA)	Global programs focused on heightening efficacy and efficiency of critical institutions and processes of democracy. Mainstreaming and cross-cutting programs linking democracy building to development, to diversity and to security.	Approach to democracy building based on sharing comparative experience, essential in gaining and retaining credibility for democracy support globally. Demand is steadily increasing.	Three-part mission: supporting sustainable democratic change through comparative knowledge resources; assisting in democratic reform processes; influencing policies and politics. All programs are designed and implemented to contribute to all three parts of this mission.	Focus is on Global South, and includes well-established program across Latin America, a growing program in Africa and a country program in Nepal.	Untapped resources for shared democracy building waiting to be mobilised through multi-regional cooperation. Emphasis on sharing and discussion between practitioners through networks and partnerships. Emphasis on local ownership of democracy building, on sustainability, and political nature of democratic reform processes. Approach is helping to share and discuss experiences and options.	Committed to the results-based, project cycle-based approach. Since the use of results-based management in the democracy building context can raise timetable, attribution and control issues, International IDEA is drawing upon the expertise of its member states to increase the effectiveness of its results framework.	Partners are: - AEC - UN Electoral Assistance Division - IFES - CDI. Twenty-five member states from all continents. Member states make voluntary contributions to a core budget and member states and others give support to specific projects.





	Nature of work	Importance of work	Goal and objectives	Geographic scope, focus and target groups	Approach: principles and strategies	Performance	Clients, partners and contributors
The Public Sector Governance and Accountability Research Centre (PSGARC), La Trobe University	Improving effectiveness and capacity of parliamentary PACs to carry out financial oversight of executive government on behalf of legislature. PACs are responsible to their respective parliaments and not to their governments.	Strengthening the capacity of legislatures, members, committees and staffs to carry out their oversight role effectively.	Improve legislature's oversight of executive government through assisting members and staff of PACs to improve their performance and effectiveness. Strengthening public accountability and governance by researching the role and function of PACs and other like committees as well as the activities of independent auditors-general.	Major research is obtaining baseline data for Australian and New Zealand PACs. Its purpose is providing, with the WBI, training to parliamentarians and others from developing countries. To date, most contacts have been with parliamentarians from Africa and the Pacific.	Under the Westminster tradition parliamentarians are accountable to their constituents and responsible for holding executive government to account between elections. In contrast, government bureaucrats are accountable to the government and responsible for implementing government policies. An effective PAC is fundamental to ensuring that a Parliament can remain strong and maintain effective oversight of the executive.	Strongly endorsed by CPA and WBI. Evidence of practical effectiveness provided through action plans compiled by participating countries. Subject to Advisory Council (former MPs, academics and auditors). Meets on a quarterly basis to oversee the work of the centre and guide its development. Conducts evaluations by requesting participants to complete extensive questionnaire- narrative assessments of each component of course and presenters, and ranking scores. Evaluations used to improve program content and delivery.	Clients: members of Australasian and international PACs, auditors-general and audit office staff, and parliamentary staff. To service needs of 'clients' PSGARC has entered into relationships with WBI and CPA. Funding provided by Learning and Teaching at the University of NSW and a three-year 'seeding' grant from the Victorian Government. Major funding for study received from professional service firm KPMG. Established cooperative relationships with WBI, CPA, UNDP, CDI, Parliamentary Centre (Canada), Transparency International (Australia), Association of PACs (South Africa) and Confederation of Canadian PACs.

	Nature of work	Importance of work	Goal and objectives	Geographic scope, focus and target groups	Approach: principles and strategies	Performance	Clients, partners and contributors
Partnership for Democratic Governance (PDG)	Development research laboratory testing new ways of working in post-conflict and fragile states with weak institutional capacity, focusing on improving the ability of these states to deliver basic services in the long-term through the provision of short-term technical assistance.	Concerted international effort examining how the international community can effectively aid countries to strengthen political and administrative governance institutions and core policy functions while simultaneously supporting service delivery to citizens.	Support capacity of countries to deliver core services to local populations in a coherent and coordinated manner, building upon national reform efforts and existing international development initiatives. On request from developing country governments, its mandate includes brokering links with interim qualified personnel for core government functions and services that are central to state capacity.	Post-conflict countries and fragile states globally in the interests of strengthening governance, poverty reduction objectives and maintaining security and stability. Three work streams: 1. Knowledge products and collaborative solutions. 2. Harness networks to provide an international clearing house function. 3. Support efforts at country level to improve service delivery.	PDG's operating model is a demand-driven initiative that responds to specific developing country requests. It is consistent with the OECD-DAC's good practice on aid effectiveness, governance, capacity development and state-building. Projects are to be owned by the partner-country, be of clear duration (1 to 1.5 years), and be implemented under the supervision of host government officials to whom PDG experts would be accountable.	Results matrix and workplan to be presented to the PDG Steering Committee in June 2009 for formal approval. Through this mechanism PDG's effectiveness will be rated. Initial feedback indicates that PDG is likely to be most effective in influencing governance efforts through small-scale pilots in the field, which can be disseminated widely through international fora.	Operates on a collaborative model, where partner countries, OECD countries, new donors and contributors are all considered to be 'clients'. Membership of the partnership has four key categories: steering group members; observers; experts; and guests. Financial contributors include Australia, Canada, Chile, Denmark, Korea, Mexico, Poland, Turkey and the United States. In-kind contributions are provided by multilaterals, including UNDP, the Inter-American Development Bank and the Organization of American States.





	Nature of work	Importance of work	Goal and objectives	Geographic scope, focus and target groups	Approach: principles and strategies	Performance	Clients, partners and contributors
United Nations Development Programme (UNDP) Pacific Centre	Support parliaments, parliamentarians, political parties and electoral processes.	Developing effective governance institutions to deepen the democratic process.	Fostering inclusive participation by expanding people's opportunities to participate in political decision making. Making democratic institutions more accountable and responsive to citizens by developing mechanisms that provide opportunities for the public to participate in the decision-making process.	Support focuses on two levels: country and regional. In partnership with other development partners currently supporting implementation of parliamentary development projects in Vanuatu, Solomon Islands, Nauru, Tuvalu, Kiribati, Republic of the Marshall Islands, Tonga and PNG.	Guided by operating principles in implementing support to political governance institutions: national ownership; capacity development; effective aid management; and South-South Cooperation.	Regional level: performance monitored through annual stakeholder's survey carried out by external consultants. Review is conducted through participatory consultative process with stakeholders involved in the various activities.	Clients: Parliaments Partners: Parliamentary associations (such as the Forum for Presiding Officers and Clerks, the Association of Pacific Legislatures, CPA), NGOs working with parliaments (Pacific Regional Resources Rights Team), UN Agencies (e.g., United Nations Populations Fund (UNFPA), UNIFEM). Contributors: AusAID and New Zealand's International Aid and Development Agency (NZAID).

	Nature of work	Importance of work	Goal and objectives	Geographic scope, focus and target groups	Approach: principles and strategies	Performance	Clients, partners and contributors
Westminster Foundation for Democracy (WFD)	Specialist fields are parliamentary and political party strengthening.	Parliamentary and political parties are the centre of any democratic system of government.	Strengthens democratic governance of countries WFD works in.	Eastern Europe, the Middle East, North Africa and sub-Saharan Africa.	Democracy assistance responsive to local needs. Principle of sustainability is central to work to increase local capacity in ways that will continue once WFD has left.	Performance is monitored by a combination of self evaluations and independent evaluations.	Partners: Parliaments and political parties in program countries; other local partners including CSOs, universities, media partners, other United Kingdom and international donors, and suppliers in fields of specialisation.





	Nature of work	Importance of work	Goal and objectives	Geographic scope, focus and target groups	Approach: principles and strategies	Performance	Clients, partners and contributors
World Bank Institute	Focus primarily on parliament as an institution of accountability.	A focus on parliament is often overlooked in governance programs.	Strengthen capacity of parliaments to oversee allocation and use of public funds. Assist parliamentarians to better represent the interests of citizens in the policy process, particularly in the context of poverty reduction strategies and processes. Support parliamentary learning networks on key development policy issues. Encourage and promote action research on the role of parliaments.	Africa, South Asia, and East Asia-Pacific	Demand from clients and World Bank country assistance strategies.	Ongoing review and evaluation.	Clients: National parliaments Partners: Australia CDI; PSGARC Canada Canadian Senate; Commonwealth Association; the Inter-Parliamentary Association; Parliamentary Centre; Royal Roads University Finland Parliament of Finland United Kingdom Wilton Park United States NDI; State University of New York Other UNDP Contributors: World Bank, CIDA, DFID, Finnish Ministry for Foreign Affairs; Japan; Norway.

Attachment D—Copy of questionnaire

Dear

AUSAID REVIEW OF AID PROGRAM SUPPORT FOR POLITICAL GOVERNANCE ORGANISATIONS

My purpose in writing is to invite your organisation to provide some information which will help the Australian Agency for International Development (AusAID) conduct a Review of the Australian aid program's support for organisations active in strengthening political governance in developing countries.

I recognise that the term “political governance” may not be one which your organisation uses in its day-to-day work or strategic thinking. It is, however, a concept which AusAID finds useful, defining it as *the institutions and processes through which power is exercised and decisions made*. The Review will focus mainly on development assistance directed at strengthening parliaments, parliamentarians, political parties and election processes.

The *main aim* of the Review, which is being conducted by an independent team of eminent Australian former parliamentarians, is *to identify some key guiding principles* to inform the development of a strategic framework to guide future engagement and funding by the Australian aid program. The Review will **not** make recommendations on which organisations to support. The Review is to be completed by March 2009.

Attached to this letter is a short questionnaire which covers the main information the Review team is seeking from a range of organisations. While some of this information may be available from published reports or from your organisation's website, I wanted to give you an opportunity to present the information in a way tailored to meet the specific needs of this AusAID Review.

I also wanted to invite you, more generally, to present in writing any major insights about strengthening political governance in developing countries which you feel should be shared with the Review team so that it can draw on your ideas and experiences. This is **not** an invitation to make a proposal or to seek funding from AusAID.

Please send your response by email to Dr Simon Choo at AusAID Canberra: simon.choo@ausaid.gov.au, if possible by [X date]. Your response will be treated in confidence. A concise response (of no more than five pages) will be particularly valued and may trigger follow-up in the form of a meeting or teleconference.

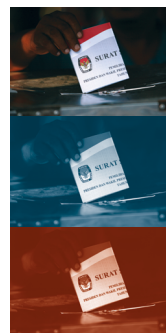
Thank you in advance for your cooperation,

Yours sincerely,

Peter Callan

Senior AusAID member

Political Governance Review Team



QUESTIONNAIRE

Nature of work

- what are the main services your institution offers?

Importance of work

- why is the work of your institution important?

Goal and objectives

- what is the long-term strategic goal of your institution?
- what short- and medium-term objectives does it pursue?

Geographic scope, focus and target groups

- what countries or regions does your institution mainly focus on?
- what group(s) within these countries/regions does your institution target?

Approach and strategies

- how does your institution deliver most of its services?
- what strategies drive your institution and its programs?
- what are the main principles guiding your institution's work?

Performance

- how effective is your institution in what it does?
- how is this judged?

Clients, partners and contributors

- who does your institution regard as its principal clients, partners and contributors?
- how does your institution approach these relationships?



Attachment E—List of consultations

Organisation	Persons consulted
Commonwealth of Australia	Mr Bob McMullan MP, Parliamentary Secretary for International Development Assistance
<i>Whole of government partners in Canberra</i>	
AusAID	Bruce Davis, Director General Murray Proctor, Deputy Director General, Program Enabling Division Catherine Walker, Deputy Director General, Global Programs Division Richard Moore, Deputy Director General, Asia Division Scott Dawson, Deputy Director General, Pacific and PNG Division John Davidson, Assistant Director General, Governance and Capacity Building Branch Steve Hogg, Assistant Director General, Operations Policy and Support Branch Matt Williams, Director, Policy Taskforce Jo Hall, Director, Office of Development Effectiveness Michael Bergmann, Initiative Manager, Demand for Better Governance Unit Sarah Goulding, Director, Fragile States Barbara O'Dwyer, Gender Policy and Coordination Section Lina Jakob, Pacific Governance Helen McFarlane, Indonesia Policy and Analysis
DFAT	Kate Duff, Assistant Secretary, South-East Asia (South) and Regional Issues Branch Lyndall McLean, Assistant Secretary, South-East Asia (North) Branch Peter Budd, Assistant Secretary, Pacific Regional Branch Bassim Blazey, Head UN Security Council Task Force Evan Gallagher, Executive Officer, International Organisations Branch
AEC	Ed Killesteyn, Australian Electoral Commissioner Michael Maley, Director International Electoral Services Officers, International Electoral Services
<i>Parliaments</i>	
Department of Senate	Hon John Hogg, President Gerard Martin, Senior Adviser to the President Harry Evans, Clerk and Commonwealth Parliamentary Association Representative Cleaver Elliott, Clerk Assistant Committees Senator Alan Ferguson, Deputy President, Regional Representative of the Commonwealth Parliamentary Association's Executive Committee



Organisation	Persons consulted
Department of House of Representatives	Harry Jenkins, Speaker Chris Patterson, Senior Adviser to the Speaker Ian Harris, Clerk and Inter-Parliamentary Union Representative Janelle Saffin, MP for Page
Parliamentary Relations Office	Andres Lomp, Director Parliamentary Relations Office, Regional Secretary, Commonwealth Parliamentary Association, Australia Region PRO Representative
Australian Capital Territory Legislative Assembly	Tom Duncan, Clerk Max Kiermaier, Deputy Clerk and Sergeant-at-Arms
New South Wales State Parliament	Warren Cahill, former Clerk Assistant Committees Kevin Rizolli (former Speaker of the NSW Legislative Assembly)
Victorian State Parliament	Steve Bracks, former Premier of Victoria John Thwaites, Chairman of the Monash Sustainability Institute and former Deputy Premier of Victoria
Samoan Legislative Assembly—Delegation Twinning with Tasmania	Fepuleia Attila Manutoipule Ropati, Clerk Parliamentarian, Rimoni Aiafi Lealailepule, MP Parliamentarian Naoia Tei Fuimaono, MP
<i>Australian Political Parties</i>	
Australian Labor Party	Michael Morgan, Director, International Programs Gareth Bayers
Liberal Party of Australia	Bruce Edwards, International Secretary
<i>Organisations</i>	
CDI	Professor Ben Reilly, Director Quentin Clements, Deputy Director Luke Hambly, Executive Officer Sun Hee Lee, Gender Advisor Suzanne Francis, Project/Finance Officer
Australia and New Zealand School of Government	Prof Allan Fels, Dean Deirdre O'Neill, General Manager
Asia Research Centre, Murdoch University	Professor Garry Rodan, Director Dr Kanishka Jayasuriya, Acting Director Dr Caroline Hughes, Associate Professor of Governance Studies Shahar Hameiri, Postgraduate Researcher Janice Dudley, Lecturer in Politics and International Studies

Organisation	Persons consulted
Centre for Governance and Public Policy, Griffith University	Professor Patrick Weller Associate Professor Jason Sharman Dr Björn Dressel Dr Riccardo Pelizzo
PSGARC, La Trobe University	Adjunct Professor Peter Loney Dr Bill Stent, Executive Director
Monash University	Ken Coghill, Associate Professor
PDG, OECD (Paris)	Kerri Elgar, Technical Adviser
Australian Council for International Development	Hon Margaret Reid AO, President, Executive Committee Paul O'Callaghan, Executive Director
Asia Foundation (Jakarta)	Robin Bush, Country Representative, Jakarta Office
GOPAC	Martin Ulrich, Executive Secretary
The International Institute for Democracy and Electoral Assistance	Ms Lena Hjelm-Wallen, Chairman of the Board Andrew Ellis, Director, Operations
NED	Carl Gershman, President
UNDEF	Roland Rich, Executive Head
UNDP Pacific Centre (Suva)	Ernesto Bautista, Regional Governance Adviser and Team Leader
UNDP (Bangkok)	Marcia V Kran, Officer-in-Charge and Head of Policy and Programmes
UNDP (Timor-Leste)	Akbar Usmani, UNDP Country Director Carlos Dinis, Head of the UNDP Governance Unit
CPA	Shem Baldeosingh, Assistant Director, Communications and Research
WFD	David French, Chief Executive
Commonwealth Secretariat (London)	Jacqueline Wilson, Director Governance and Institutional Development Division Matthew Neuhaus, Director, Political Affairs Division
UNIFEM	Rita Taphorn, Regional Program Manager
WBI (Washington)	Rick Stapenhurst
World Vision Australia	Tim Costello, Chief Executive
The Foundation for Development Cooperation	Craig Wilson, Chief Executive Vladimir Pacheco (Senior Training Coordinator and Research Fellow) Carly Stephan (Project Officer) Gregory Collins



Organisation	Persons consulted
<i>PNG visit</i>	
Parliament of PNG	Hon Francis Marus, MP, Deputy Speaker Lalai Vali, Sergeant at Arms Elesallah Matatier, Parliamentary Librarian Podi Kohu, First Clerk Assistant Sarufa Haro, Principal Reporter, Head of Hansard Lawrence Daveona, Director, Committee Secretariat Sawoi Gipo, Senior Manager, Infrastructure Support Repe Rambe, Secretary, Public Accounts Committee Bernard Narakobi, former Speaker Hon Paul Tiensten, Minister Responsible for Government Business, Local Government and Planning
UNDP (PNG)	Dr Jacqueline Badcock, UNDP Resident Representative and UN Resident Coordinator Jan-Jilles van der Hoeven, UNDP Deputy Resident Representative, Programme and Operations Andrew La Pani Ila Geno, Former Ombudsman Commissioner Valentine Kambori, Former Secretary, Department of Planning and Monitoring Sir Rabbie Namaliu, Former Prime Minister and Speaker
National Research Institute	Dr Thomas Webster, Director Dr Alphonse Gelu
Provincial Government Offices, Alatau, Milne Bay Province	Hon John Luke Crittin, Governor Hon Gorden Wesley, Deputy Governor, MP for Samarai/Murai Open electorate Sali Subam, MP South Fly Open electorate, Western Province Henry Bailasi, Provincial Administrator Maxine Nadile, Tourism Authority Bobby Boloilo, Lands Advisor Michael Kape, Local Level Government Advisor Cedric Noel, Commerce/Mines, Acting Principal Advisor Ben Bagita, Finance and Administration Advisor Leke Romulus, Agriculture and Livestock Advisor Gerega Kila, Director of Economics Sirema Bagita, Principal Advisor, Community Development Hau'ofa Sailasa, Manager, Provincial Works Unit Provincial Assembly Clerk, Acting Cabinet Secretary Napoleon Liosi, Appointed Provincial Assembly Member for Infrastructure and Trade

Organisation	Persons consulted
Local Level Government (LLG), Alatau, Milne Bay Province	Local Level Government Representatives: Gita Eliot, Mayor Micky Gahinen, Alatau LLG Davis Tom, Alatau LLG Joshua Philimon, Alatau LLG Richard Banasi, Alatau LLG Morris Souda (Huhu LLG)
Chamber of Commerce, Alatau, Milne Bay Province	Jeffrey Abel
Civil Society Representatives, Alatau, Milne Bay Province	Seamu Bate, Provincial Aids Committee Lorraine Hesabota, Igat Hope Ruth Bealpark, Australian Volunteers International, supporting Provincial Aids Committee Barbera Ganiki, Member of Provincial Assembly, Women's Affairs Philippa Sita, Milne Bay Counselling Service, Elizabeth Jack, Ward Councillor
Industry representatives, Alatau, Milne Bay Province	Gerald Lage, Oil Palm industry Marcel Togregawa, Regional Program Manager Coconut and Cocoa Tami Aboti, Chairman of Huhu coconut growers Paul Asmomna, Small-holder coffee growers Jacob Bobanas, Coffee coordinator
PNG Electoral Commission Office	Andrew Trawen, Electoral Commissioner Phil Whelan, Strategic Advisor
Office of Registrar of Political Parties and Candidates	Sir Kina Bona, Registrar of Political Parties and Candidates John Bishop
Department for Community Development	Dame Carol Kidu, Minister
Institute of National Affairs	Paul Barker, Director Moguru Moto
Transparency International	Emily Taule, Executive Director, Peter Aitsi, Chairman Judith Day, Board member Lawrence Stephens, Board member
Consultative Implementation and Monitoring Council	Kate Walawski Marjorie Andrew



Organisation	Persons consulted
<i>Timor-Leste visit</i>	
UNDP	Finn Reske Nielsen, UNDP Resident Representative and UN Resident Coordinator Akbar Usmani, Country Director, Programmes Carlos Dinis, Head, Governance Unit
World Bank	Antonio Franco, Country Manager
International Stabilisation Force	Brigadier Bill Sowry, Commander
Timor-Leste Parliament	Fernando Lasama, President Fernanda Borges MP (PUN) Rui Hanjam, Vice Minister of Economic Development/Vice Minister of Finance Michael Francino, Public Financial Management Advisor to Minister Dr Mari Alkatiri, Leader of the Opposition, former PM Agio Pereira, State Secretary for the Council of Ministers
Technical Secretariat for Electoral Administration (STAE)	Tomas Cabral (Director)
Timor-Leste NGOs— LABEH, <i>Yayasan Hak, Luta Hamutuk</i>	Dr Christopher Henry Samson
<i>Whole of government partners overseas</i>	
AusAID (Dili)	Robin Scott-Charlton, Counsellor
AusAID (Port Moresby)	Bill Costello, Minister-Counsellor Mark Bailey, Counsellor David Chick, Counsellor, Democratic Governance Kath Taplin, First Secretary, Democratic Governance Leonie Whyte, Second Secretary, Democratic Governance Sarah Ferguson, Gender Integration Adviser Charlotte Smith, First Secretary
AusAID (Suva)	Judith Robinson, Minister-Counsellor
AusAID (Jakarta)	Blair Exell, Minister-Counsellor Sue Connell, Counsellor Fairlie Williams, Development Program Specialist
AusAID (New York)	Fleur Davies, Counsellor
AusAID (Paris)	Caitlin Wilson, Counsellor



Organisation	Persons consulted
AusAID (Honiara)	Dawn Casey, Machinery of Government Program Director Atanasi Wasuka, Program Officer Sally Anne Vincent, Senior Development Program Specialist
DFAT (New York)	Hon Robert Hill, Ambassador to the UN
DFAT (Dili)	His Excellency Peter Heyward, Ambassador, Timor-Leste
DFAT (Port Moresby)	His Excellency Chris Moraitis, High Commissioner, PNG Adrian Lochrin, Counsellor Louise Baker, Third Secretary

