



Pacific Regional Program Annual Program Performance Report 2011

June 2012

This Annual Program Performance Report (APPR) assesses the aid program's progress in 2011 under the Pacific Regional Program.

In anticipation of the development of the Pacific Regional Strategy, which is due to be finalised in 2012/13, the Pacific Regional Program is assessed against the objectives identified in the interim Pacific Regional Strategy, *Regional aid program to the Pacific 2011–2015* and, where available, against the objectives of the relevant sectoral strategies.

Context

Most Pacific Island Countries (PICs) suffer in development terms from geographic isolation, small populations and markets that limit economies of scale, as well as vulnerability to climate change and natural disasters. Their human and institutional capacity constraints limit the ability of countries to respond to the increasingly complex business of government and to meet essential sovereign functions. Regional approaches and collaboration therefore play an important role in supporting Pacific governments to meet these complex demands through shared provision of goods and essential services, increased bargaining power, a Pacific voice in international fora, and supplementation of local capacity.

In 2010–11, the Pacific Regional Program totalled approximately \$182.6 million, representing around 20 per cent of AusAID funding to the Pacific region. Almost two thirds of the 2011 program focused on three key areas: support for Pacific regional organisations (\$54 million), the Australia Pacific Technical College (\$37.2 million) and the Pacific Region Infrastructure Facility (\$50 million). The remaining third supported regional initiatives across a wide variety of sectors, including education, health, sustainable economic development, fisheries, disability inclusive development, governance and support to multilaterals (such as the World Bank, the Asian Development Bank and various UN agencies).

At the 2011 Pacific Plan Action Committee meeting, the Pacific Islands Forum Secretariat highlighted a number of achievements of regionalism that had occurred over the previous year. These included:

- a number of regional maritime surveillance activities which were conducted to detect and deter illegal, unreported and unregulated fishing
- the Council of Regional Organisations in the Pacific Executive Sub-Committee on Climate Change was established to coordinate the efforts of regional agencies

- a major study on options to improve access to and management of climate change financing was completed in response to Pacific leaders
- peer reviews were completed in Vanuatu, Niue and Tuvalu as part of the implementation of the Cairns Compact on Strengthening Development Coordination in the Pacific.

Pacific Regional Program – objectives and strategy

In 2011, the Australian Government released its new aid policy, *An Effective Aid Program for Australia: making a real difference—delivering real results*, which highlights the importance of delivering an aid program that is world-leading in its effectiveness and which delivers real and measurable results in reducing poverty on the ground.

The aid policy seeks to make the aid program more accountable for country-level outcomes through a significant focus on delivering tangible results and demonstrating value for money. This is particularly important for the regional program where country-level outcomes can be hard to identify, because the primary objective of a program may simply be to improve regional cooperation or integration where an issue affects the region as a whole.

In 2011, the Pacific Regional Program was a broad portfolio of activities delivered under the direction of AusAID's interim Pacific Regional Strategy, *Regional aid program to the Pacific 2011–2015*. Like *An Effective Aid Program for Australia*, the interim strategy similarly reflects a focus on results and effective aid, stating that the two objectives of the regional program are to improve:

1. development outcomes in the Pacific by investing in activities that promote regional cooperation, regional provision of public goods and services, and regional integration, in line with the Pacific Plan
2. the effectiveness of the Pacific regional organisations in delivering regional services and activities.

The interim strategy's focus on improving development outcomes and the effectiveness of Pacific regional organisations ensures that the program is focused primarily on delivering results for the region.

In addition to these objectives, many sectors are guided by their own sectoral strategies such as the Pacific Education and Skills Development Agenda, the Financial Services for the Poor Strategy and Valuing Pacific Fish—a framework for fisheries-related development assistance. This APPR seeks to assess programs against the overall objectives of the interim strategy, and against the strategic objectives of sectoral strategies, where available.

In 2011, the Pacific Regional Program was identified as a priority for development of a new regional strategy. The regional strategy will be finalised in 2012/13 and should refine the program, and give it a greater strategic focus on the areas in which regionalism can deliver a distinct benefit in the Pacific.

An important element of the program's refinement will be distinguishing between truly regional programs – which deliver a benefit to the region through a regional approach – and multi-country programs – which are essentially bilateral initiatives

delivered in a number of countries through a central coordinating facility. Multi-country activities are important as they identify efficiencies in the delivery of programs, however they are not delivering a regional benefit, and therefore need to be considered distinctly from the core regional programs. This APPR has been drafted in advance of these changes to the program and therefore both multi-country and regional programs are given equal consideration as part of the Pacific Regional Program in 2011.

Pacific regional organisations

Program objectives and strategy

AusAID is a key partner for many Pacific regional organisations including the Secretariat of the Pacific Community, the Pacific Islands Forum Secretariat, the Forum Fisheries Agency, University of the South Pacific, and the Secretariat of the Pacific Regional Environment Programme.

Australia's support to regional organisations is a fundamental element of the Pacific Regional Program. As the largest donor and member of many of these organisations, Australia has an overarching strategic objective to improve the effectiveness of regional organisations in delivering regional services and activities.

Regional organisation	Australian contribution in 2011
Pacific Islands Forum Secretariat	\$7.4 million
Secretariat of the Pacific Community	\$32.9 million
Secretariat of the Pacific Regional Environment Programme	\$2.7 million
University of the South Pacific	\$7.0 million
Forum Fisheries Agency	\$5.1 million

AusAID works closely with Pacific regional organisations, both through Canberra and Posts, to help them to improve their effectiveness. Supporting corporate reforms, providing strong representation at governing council meetings, and negotiating multi-year funding agreements that are linked to performance targets, have all been used by AusAID to help Pacific regional organisations improve the delivery of their services.

Progress against objectives

Table 1: Ratings of the program's progress towards the objectives of the interim strategy

Objective	Current rating	Relative to previous rating
Objective 2: Improving the effectiveness of the Pacific regional organisations in delivering regional services and activities	■	Not applicable

- The objective will be fully achieved within the timeframe of the strategy.
- The objective will be partly achieved within the timeframe of the strategy.
- The objective is unlikely to be achieved within the timeframe of the strategy.

- Helping the University of the South Pacific to meet agreed performance targets, which enabled it to access a \$1.5 million performance payment to fund corporate reforms.
- Funding reforms in human resources, information and communications technology, budget reporting and internal audit for the Secretariat of the Pacific Community. The Secretariat of the Pacific Regional Environment Programme also made significant improvements to its governance systems as a result of a major reform process supported by Australia. These reforms have been validated by both organisations passing a European Union audit and through improved staff retention.
- Encouraging the Secretariat of the Pacific Community's Division of Fisheries, Aquaculture and Marine Ecosystems to give greater attention to achieving measurable and sustainable benefits at the national level, achieve greater cooperation across coastal and offshore issues, and improve efforts to build capacity and capability within national fisheries agencies.
- Helping the Forum Fisheries Agency to establish an audit committee, start developing country service level agreements and scorecards, strengthen its financial management system (with financial assistance from AusAID), and significantly enhance internal communication across its three divisions.
- Facilitating, through the Secretariat of the Pacific Community's South Pacific Board of Educational Assessment, trial registration of qualifications agencies in Fiji, Samoa, Tonga and Vanuatu on the Pacific Register of Qualifications and Standards.

Factors affecting progress

There remain significant challenges in ensuring the effectiveness of Pacific regional organisations, including prioritising services based on each organisation's comparative advantage, and improving the way they report on results and demonstrate value for money to members and donors. While the University of the South Pacific and Forum Fisheries Agency are well placed to report on their results through performance indicators within their strategic plans, the Secretariat of the Pacific Community and Pacific Islands Forum Secretariat still have significant scope to improve reporting on outcomes and across each organisation more broadly. In response to these challenges, in 2011 Australia was involved in external reviews of the two largest Pacific regional organisations – the Secretariat of the Pacific Community and Pacific Islands Forum Secretariat. The reviews examined a broad range of issues relating to governance, management and mandate and are intended to provide the strategic direction that will enable AusAID to return to multi-year core funding.



Education

Program objectives and strategy

The regional education program operates under the Pacific Education and Skills Development Agenda, which is closely aligned with the Pacific Plan. The program's objectives are generally in line with the interim regional strategy as they provide for shared service provision or economies of scale in service provision, encourage regional integration and address transboundary challenges. A tertiary education strategy commenced development in 2010–11 and will be completed in early 2012–13.

Objectives by program are as follows:

Australia Pacific Technical College:

- support skill development in the Pacific
- provide quality, demand-driven training
- increase productivity of individuals and organisations.

Secretariat of the Board for Educational Assessment:

- ensure members have access to quality assessment services
- support establishment of the Pacific Register of Qualifications and Standards
- improve the assessment of literacy and numeracy in the Pacific.

University of the South Pacific:

- produce quality graduates ready to enter the Pacific workforce
- support quality service provision to Pacific governments through consultancies, research, technical assistance, and policy advice and advocacy.

Progress against objectives

Table 2: Ratings of the program's progress towards the objectives of the interim strategy

Objective	Current rating	Relative to previous rating
Australia Pacific Technical College	■	Not applicable
Secretariat of the Board for Educational Assessment	■	Not applicable
University of the South Pacific	■	Not applicable

Note:


- The objective will be fully achieved within the timeframe of the strategy.
- The objective will be partly achieved within the timeframe of the strategy.
- The objective is unlikely to be achieved within the timeframe of the strategy.

Key achievements

- Helping generate demand for Australia Pacific Technical College training from employers and students. Industry is recognising the high quality and standard of the trainers and the training. A total of 3734 students from 14 Pacific Island countries have graduated with Australian standard, labour market relevant skills. Tracer studies have indicated positive results including 92 per cent of graduates being employed and 43 per cent being promoted since graduating.
- Supporting the Secretariat of the Board for Educational Assessment to partner with the United Nations Educational, Scientific and Cultural Organization to trial the Pacific Islands Literacy and Numeracy Assessment. More than 1500 students across six Pacific Island countries have already been assessed in readiness for the assessment to be fully implemented in 2012.
- Supporting design of the Pacific Benchmarking for Education Results pilot. The program, which will commence on 1 July 2012, seeks to improve literacy and numeracy levels of children in the Pacific region. The pilot was managed by the Secretariat of the Board for Educational Assessment and will equip policy makers in the Pacific with the information and knowledge to drive interventions that will have a real effect on learning results.
- Commencing a technical and vocation education financing study to provide a comprehensive understanding of technical and vocational education and training financing in the Pacific.
- Achieving performance standards for the University of the South Pacific that are comparable to Australian universities, including Central Queensland and James Cook. These are measured by pass rates, retention rate and graduations.

Factors affecting progress

AusAID has had some difficulty attracting suitable staff to the Papua New Guinea campus of the Australia Pacific Technical College on adviser remuneration



framework rates. Tracking college students to assess the effectiveness and relevance of training is difficult.

The Secretariat of the Board for Educational Assessment is now a program of the Secretariat of the Pacific Community Education Training and Human Development Division, though it continues to be guided by its own strategic plan. Lack of clarity around future priorities of the division is an ongoing challenge to developing a multi-year program approach to AusAID's support.

The University of the South Pacific is investing considerable resources to address its relationship with emerging national institutions. The university's salary structure limits its ability to attract and retain staff with appropriate skills and expertise.

Lack of accurate and timely data on the sector inhibits AusAID's capacity to measure and report on progress.

Health

Program objectives and strategy


The regional health activities are not governed by a health strategy. Health is a challenging sector in the Pacific to work in. There is generally a lack of donor coordination amongst development partners which leads to fragmented activities. Several reviews of existing regional health initiatives were conducted in 2011 and a draft Pacific Health Development Agenda is currently being prepared on the basis of these.

Some aspects of the program objectives are in line with the interim regional strategy in that they provide for shared service provision or economies of scale, encourage regional integration and address transboundary challenges.

Those aspects most in line with the interim regional strategy are:

- funding to the Fiji School of Medicine to train doctors and other health workers for the region
- funding to the World Health Organization, United Nations Children's Fund and the Secretariat of the Pacific Community to provide technical assistance in key areas such as non-communicable diseases, HIV, sexually transmissible infections, immunisation and human resources for health.

The non-communicable diseases grants and the HIV and Sexually Transmissible Infections Response Fund grants are, in large part, a series of bilateral grants delivered through a multi-country mechanism managed by the Secretariat of the Pacific Community. This aid modality is not in line with the interim regional strategy as grants are being provided to several countries where AusAID has established bilateral mechanisms for health that could support country activities in a way that is more aligned with government systems. It has also led to a project approach to non-communicable diseases, HIV and sexually transmissible infections that has been more focused on regional level outputs than country level impact. However, the provision of these grants through the Secretariat of the Pacific Community has enabled support to 21 Pacific Island countries and territories which would not be possible through bilateral mechanisms, and has helped to kick start prevention and control efforts in a



number of countries that have not sufficiently prioritised non-communicable diseases according to the burden of disease. The HIV and sexually transmissible infections grants have enabled national civil society organisations and their respective governments to raise awareness and advocacy at the national levels.

Objectives by program are as follows:

The non-communicable disease program aims to reduce the prevalence of risk factors and consequently reduce the mobility, disability and mortality these diseases bring to the Pacific. It also aims to contribute to the global goal of reducing death rates from non-communicable diseases by 2 per cent a year over and above existing trends until 2015.

The Pacific Health Systems Strengthening Initiative aims to increase the number of trained healthcare workers and address human resource and health workforce issues in the Pacific. It also supports Pacific Island countries to plan for, access, host and evaluate specialised clinical services, strengthens health worker skills, capacity and capability to meet clinical service needs, and advocates for and facilitates effective partnerships and coordinated approaches to human resources for health in the Pacific.

The United Nations Children's Fund Expanded Programme on Immunisation aims to sustain maintenance of the region's polio-free status and enhance progress towards achieving the global twin goals of measles elimination and hepatitis B control by 2015. Children less than 5 years regularly receive a package of integrated interventions and services. The average national percentage of fully immunised children has increased from 80 per cent to above 90 per cent.

The Secretariat of the Pacific Community's HIV and Sexually Transmissible Infections Response Fund aims to implement national and regional HIV strategies and reduce the spread and impact of these infections.

The International Planned Parenthood Federation's Pacific Regional Sexual and Reproductive Health Capacity Building Program will receive AusAID funding of \$2.8 million over two years (2011–12 to 2012–13) to build capacity of Federation member associations in nine Pacific countries (Cook Islands, Fiji, Kiribati, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu) and to advocate for and deliver reproductive health services. The program is jointly designed, funded and coordinated by AusAID and New Zealand.

Progress against objectives

Table 3: Ratings of the program's progress towards the objectives of the interim strategy

Objective	Current rating	Relative to previous rating
Non-communicable diseases	■	Not applicable
Health Systems Strengthening	■	Not applicable
UNICEF immunisation	■	Not applicable
Pacific HIV & STI Pacific Response Fund	■	Not applicable

Note:

- The objective will be fully achieved within the timeframe of the strategy.
- The objective will be partly achieved within the timeframe of the strategy.
- The objective is unlikely to be achieved within the timeframe of the strategy.

Key achievements

- Facilitating 15 new national non-communicable disease plans and enabling 80 per cent of countries and territories to now be covered by these plans.
- Supporting 10 Pacific Island countries and territories to enact national legislation, which complies with the Framework Convention on Tobacco Control obligations.
- Supporting 88 per cent of Pacific Island countries and territories to implement diabetes management clinics and hypertension and stroke intervention initiatives.
- Helping the Fiji School of Medicine to offer new programs to meet emerging health priorities in the Pacific, including short courses in clinical topics, research skills, Bachelors in Physiotherapy and mental health training. Distance and flexible learning options have also been established.
- Conducting clinical services situational analysis across 14 Pacific Island countries.
- Helping birth registrations to increase over the year. Kiribati reached close to having 90 per cent of its children registered, while Vanuatu registered 80 per cent of its children and Solomon Islands registered 50 children a month throughout the year.
- Sustaining polio-free status across 22 Pacific Island countries and territories in 2011, following their certification as polio free in 2000.
- Supporting 40 counselling and testing sites in eight Pacific Island countries and territories to provide HIV and sexually transmissible infection counselling and testing to 27 495 Pacific Islanders.
- Providing 538 highly vulnerable seafarers and their partners with comprehensive HIV and sexually transmissible infection education, and reaching 1394 clients of sex workers with comprehensive education on infection prevention.

- Assisting International Planned Parenthood Federation accredited clinics in nine Pacific Island countries to provide 435 730 sexual and reproductive health services, which is an increase of 145 per cent from 2010.
- Enabling the United Nations Population Fund to provide 70 000 women from 13 Pacific Island countries (excluding Fiji) with contraceptives to achieve their desired fertility. For Fiji, United Nations Population Fund facilitated contraceptive delivery for an additional 41 324 women.

Factors affecting progress

The capacity of implementing partners has impacted their ability to provide sufficient evidence-based data to inform key decisions. Lack of specialist staffing resources in some Pacific Island countries is an issue. Country ownership is limited due to the capacity of countries to deal with the plethora of regional and bilateral programs which are operating in their countries. AusAID's coordination and integration of regional and bilateral program delivery needs to be improved. The Secretariat of the Pacific Community review will also have implications on the roles and functions of the secretariat's Public Health Division, including its current grants management functions.

Fisheries

Program objectives and strategy

Valuing Pacific Fish: A framework for fisheries-related development assistance in the Pacific guides AusAID's engagement in the fisheries sector. AusAID's objective is to assist Pacific Island countries to increase the contribution of fisheries to reducing poverty and achieving sustainable development. Australia's assistance is provided predominantly through the Forum Fisheries Agency and the Secretariat of the Pacific Community's Division of Fisheries, Aquaculture and Marine Ecosystems. AusAID provides core funding to these Pacific regional organisations to strengthen their corporate governance and administration, and to enable them to deliver on their core mandate.

Funding to the Forum Fisheries Agency and the Secretariat of the Pacific Community also increases:

- value to Pacific Island countries from sustainable tuna fisheries
- food produced from sustainable fisheries and aquaculture
- net income from sustainable fisheries
- jobs from sustainable fisheries.

The objectives of AusAID's fisheries program are aligned with the interim regional strategy as they support regional organisations to address transboundary challenges, enable shared service provision and encourage regional integration. Pacific Island countries have shared responsibilities for managing highly migratory fish stocks (tuna). Effective management requires significant coordination and a shared

understanding of the scientific underpinnings of ecosystem management. As a result, a regional approach to fisheries development assistance is essential.

Progress against objectives

Australia has provided funding support to the Forum Fisheries Agency and Secretariat of the Pacific Community for more than 30 years. AusAID's current investment in Pacific fisheries amounts to around \$10 million per year. Recent highlights include:

- a substantial part of the region's largest tuna fishery has been certified as sustainable by the Marine Stewardship Council – the first major tuna fishery in the world to achieve this recognition
- annual export values of high-value product to the European Union, United States and Japan have steadily increased over the past decade
- three of the four Melanesian countries are approved to export fisheries products to the European Union, attracting investment in tuna processing
- overall employment in the tuna industry has increased between 2002 and 2011. More than 13 000 people are currently employed on boats or onshore processing. Over the last year, more than 1700 new jobs were created on onshore facilities. A further 660 observers are now employed in the region.

Table 4: Ratings of the program's progress towards the objectives of support to the Forum Fisheries Agency and Secretariat of the Pacific Community

Objective	Current rating	Relative to previous rating
Objective 1: Increased value from sustainable tuna fisheries	■	Not applicable
Objective 2: Increased food from sustainable fisheries and aquaculture	■	Not applicable
Objective 3: Increased net incomes from sustainable fisheries	■	Not applicable
Objective 4: Increased jobs from sustainable fisheries	■	Not applicable

Note:

- The objective will be fully achieved within the timeframe of the strategy.
- The objective will be partly achieved within the timeframe of the strategy.
- The objective is unlikely to be achieved within the timeframe of the strategy.

Factors affecting progress

- Overfishing of bigeye tuna continues and initial assessments of key shark species give cause for concern.
- Aquaculture production value has fallen substantially due to falls in price and volume in the region's most important commodity, black pearls.
- Management of coastal fisheries, including enforcement of agreed measures, remains weak in many Pacific Island countries.



Multilaterals

Program objectives and strategy

The World Bank and Asian Development Bank are key development partners for AusAID in the Pacific. Working in partnership with these organisations extends the reach and impact of Australia's development assistance. It allows us to leverage their deep technical and sectoral development expertise and global leadership on development economics to the Pacific.

In 2011, AusAID's engagement with the World Bank and Asian Development Bank, which was funded under the Pacific Regional Program, primarily consisted of:

- the World Bank Pacific Facility III Trust Fund
- an Asian Development Bank climate change specialist based in Suva
- a small amount of funding for the secondment of an AusAID officer to the Asian Development Bank.

World Bank: Pacific Facility III Trust Fund (PF3)

The development objectives of PF3 include:

- helping to create an environment conducive to growth and employment opportunities for Pacific Island countries
- promoting development dialogue, stemming the decline in social indicators, and building the foundation for improved governance and sustained recovery in Papua New Guinea (not a regional objective and therefore not reported against in this APPR)
- bringing global practices to the Pacific Region.

The objectives of PF3 align with the interim regional strategy because they promote regional cooperation, regional provision of public goods and services and regional integration. The support provided to the World Bank through PF3 has broadly induced a scaling up of the bank's presence in the Pacific, and helped to create an environment conducive to generating growth and creating employment opportunities. In particular, the bank has played an increasing role in economic dialogue and donor coordination around budget support operations.

Progress against objectives

Table 5: Ratings of the program's progress towards the objectives of PF3

Objective	Current rating	Relative to previous rating
Objective 1	■	Not applicable
Objective 2	■	Not applicable
Objective 3	■	Not applicable

Note:

- The objective will be fully achieved within the timeframe of the strategy.
- The objective will be partly achieved within the timeframe of the strategy.
- The objective is unlikely to be achieved within the timeframe of the strategy.

Key achievements

- Continuing support for the World Bank to undertake early grade literacy and numeracy assessments across the Pacific and to more effectively target program design.
- Supporting the bank to develop a companion piece to the 2011 World Development Report focusing on gender in the Pacific, which will inform sector and policy dialogue between donor and partner governments.
- Hosting the Pacific Futures 2020 workshop as a joint initiative with the World Bank and Asian Development Bank. The workshop brought together over 40 Pacific policy makers, academics and donor staff to discuss actions to accelerate economic growth and address poverty reduction in the Pacific and Papua New Guinea.

Sustainable economic development

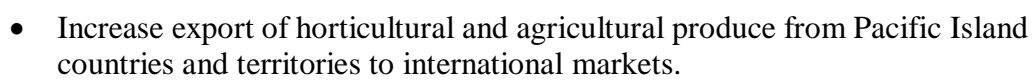
Program objectives and strategy

Australia supports sustainable economic development by improving food security, improving incomes, employment and enterprise opportunities, and promoting private sector led growth. AusAID's economic assistance programs in the Pacific are helping to increase income opportunities for goods and labour, simplify the business operating environment, and create economic opportunities for the large unbanked population in the region.

AusAID works with a number of implementing partners such as multilateral banks (World Bank, the International Finance Centre, Asian Development Bank and United Nations Capital Development Fund), whole-of-government partners, and the private sector to deliver regional and multi-country programs.

The objectives by program are as follows:

Pacific Horticultural and Agricultural Market Access:





Pacific Agreement on Closer Economic Relations Plus:

- Assist forum island countries to build skills, knowledge and capacity to participate effectively in negotiations.

Labour Mobility – Pacific Seasonal Worker Pilot Scheme:

- Help Pacific Island countries improve their capacity to manage recruitment and processing for offshore labour markets including through the Pacific Seasonal Worker Pilot Scheme.

Reducing the Cost of Remittances:

- Help lower the cost of sending remittances from Australia and New Zealand to the Pacific.

Pacific Financial Inclusion Program:

- Increase the number of people or microenterprises with new or improved access to appropriate financial services in the Pacific.

Pacific Microfinance Initiative:

- Provide access to basic financial services for the poor and unbanked population in the Pacific.

Private Sector Development Initiative – Phase 2:

- Expand access to finance, promote business law reforms, and promote state owned enterprise reforms and public-private partnerships to foster a dynamic and entrepreneurial private sector in the Pacific.

Private Enterprise Partnership Pacific:

- Increase access to finance, remove business regulatory constraints, and create sector-specific opportunities for sustainable small and medium sized enterprise growth across the Pacific.

The objectives of some of these initiatives are in line with the interim regional strategy since they support regional integration, regional provision of goods and services or regional cooperation. In addition, the objectives of initiatives such as the Pacific Horticultural and Agricultural Market Access, the Pacific Financial Inclusion Program, Pacific Microfinance Initiative, Private Sector Development Initiative – Phase 2 and the Private Enterprise Partnership Pacific, are guided by AusAID's sectoral strategies such as Sustainable Economic Development – Improving Food Security, Financial Services for the Poor, and the Private Sector Development Strategy which was completed in 2012.

Progress against objectives

Table 6: Ratings of the program's progress towards the objectives

Objective	Current rating	Relative to previous rating
Pacific Horticultural and Agricultural Market Access	■	Not applicable
Pacific Agreement on Closer Economic Relations Plus Support	■	■
Pacific Seasonal Worker Pilot Scheme	■	■
Reducing the Cost of Remittances	■	■
Pacific Financial Inclusion Program	■	■
Pacific Microfinance Initiative	■	Not applicable
Private Sector Development Initiative – Phase 2	■	■
Private Enterprise Partnership Pacific	■	■

Note:

- The objective will be fully achieved within the timeframe of the strategy.
- The objective will be partly achieved within the timeframe of the strategy.
- The objective is unlikely to be achieved within the timeframe of the strategy.

Key achievements

- Helping to create new export pathways to Australia and New Zealand through Pacific Horticultural and Agricultural Market Access, and helping to maintain pathways for beef (Vanuatu), copra (Solomon Islands), papaya and pineapples (Fiji), watermelon (Tonga) and breadfruit (Samoa).
- Facilitating a training program for Pacific Islands' trade officials on trade policy with Pacific Agreement on Closer Economic Relations Plus support, and funding two regional meetings through the University of Adelaide Institute for International Trade—the Pacific Agreement on Closer Economic Relations Plus officials meeting held in Brisbane, and the Pacific Islands Forum Trade Ministers' meeting held in the Republic of the Marshall Islands.
- Enabling over 600 Pacific workers from Tonga, Papua New Guinea, Kiribati and Vanuatu to travel to Australia for seasonal work in the horticultural industry through the Pacific Seasonal Worker Pilot Scheme. The workers remitted around \$5000 each, enabling them to pay for school fees, purchase tractors and other farm equipment, and make improvements to their family homes.
- Contributing to lower remittance fee charges through the Reducing the Cost of Remittances initiative. Transfer rates from Australia to Samoa and Fiji were reduced by 32 per cent and 48 per cent respectively.
- Helping over 480 000 people, including 170 000 women in Vanuatu, Tonga, Samoa and Fiji, to gain access to mobile money through the Pacific Financial Inclusion Program. This also enabled 155 000 people in Vanuatu, Tonga, Samoa and Fiji to open new savings accounts.



- Helping provide savings accounts to over 4600 people in Samoa through the Pacific Microfinance Initiative, and increasing the client base by 200 per cent in Tonga through the South Pacific Business Development Foundation.
- Helping Solomon Islands reduce the amount of time it takes to start a new business from an average of two months to one day, through the Private Sector Development Initiative – Phase 2. Through this initiative, community companies were also registered, enabling women and community groups to establish businesses. These reforms helped Solomon Islands become one of the top 10 business environment reformers in the world improving its ranking by seven places to 74 among 183 countries. The initiative also helped establish secured transaction registries, which allowed moveable property such as livestock, market produce and handicrafts, to be used as collateral for loans in Solomon Islands, Tonga, Vanuatu, Palau and the Republic of the Marshall Islands. These have resulted in over 8000 new loans since the reforms.
- Helping reform national payment systems in Papua New Guinea, Samoa and Tonga through the Private Enterprise Partnership Pacific, and supporting the establishment of credit bureaus to provide access to finance in Tonga and Vanuatu.

Factors affecting progress

- The Pacific Horticultural and Agricultural Market Access initiative, which is partly implemented by the Secretariat of the Pacific Community, has been affected by the organisation's inability to attract and retain technical staff on a timely basis.
- The limited or varying sizes of the private sector in many Pacific countries has often meant limited ownership of private sector issues by many Pacific governments. Visibility of International Finance Centre and Asian Development Bank-led private sector programs are constrained by the fact that they tend to be demand driven, and involve a wide range of non-government stakeholders. However, there is scope for both the centre and the bank to increase visibility of their private sector development interventions, and work closely with existing partner mechanisms to deliver better results. Going forward, AusAID's new private sector strategy may help raise private sector development issues within country programs.
- The number of workers recruited under the Pacific Seasonal Worker Pilot Scheme was limited as it was a pilot. The permanent Seasonal Worker Program began on 1 July 2012.

Gender equality and women's empowerment

Program objectives and strategy

There is no formal gender equality strategy for the Pacific, but as outlined in the 2011 APPR, Australia's work on gender equality focuses on health and education, increasing women's leadership and economic opportunities, and ending violence

against women. The latter area has been given significant attention and focus, including through new funding of \$25 million over four years announced as part of the Federal Budget in May 2011.

Assistance for improving gender equality is delivered mainly bilaterally, for example to the Fiji Women's Crisis Centre, and also regionally, for example through UN Women's Ending Violence Against Women Fund, which includes activities in Fiji. There are several regional programs that contribute to women's economic empowerment and leadership by mainstreaming gender equality.

The above areas of focus have been confirmed through AusAID's *Promoting opportunities for all – gender equality and women's empowerment thematic strategy*, released in November 2011. The strategy defines these as:

- advancing equal access to gender-responsive health and education services.
- increasing women's voice in decision-making, leadership and peace-building.
- empowering women economically and improving their livelihood security
- ending violence against women and girls at home, in their communities, and in disaster and conflict situations.

AusAID support for gender equality is delivered through regional partners and has a mix of regional and multi-country elements. An example of the former is Australia's support for violence prevalence studies through a partnership with the United Nations Population Fund. These have been carried out in Solomon Islands and Kiribati, and are being undertaken in five other small island states. Though these are clearly carried out on a national basis, this is an example of shared provision of services that cannot be viably provided by the smaller Pacific Island countries, and is an example of a program that acts as a catalyst for necessary change. An example of the latter is the Pacific Leadership Program, which provides small grants for 12 Pacific countries to develop and implement advocacy projects for women's leadership and economic empowerment.

Progress against objectives

Table 7: Ratings of the program's progress towards the objectives

Objective	Current rating	Relative to previous rating
Objective 1 – improve development outcomes in the Pacific by investing in activities that promote regional cooperation, regional provision of public goods and services, and regional integration, in line with the Pacific Plan	■	Not applicable

Note:

- The objective will be fully achieved within the timeframe of the strategy.
- The objective will be partly achieved within the timeframe of the strategy.
- The objective is unlikely to be achieved within the timeframe of the strategy.

Key achievements

- Supporting UN Women's Ending Violence Against Women Fund to provide services for survivors of violence as well as prevention activities. From March to December 2011, four projects in Fiji and one project in Kiribati were



completed, 17 small grants were awarded to a variety of key actors in ending violence against women, and 66 individuals from the region were supported to attend regional training and capacity development in the areas of advocacy, law reform, women's human rights, community education, counselling services and project proposal writing.

- Supporting the United Nations Population Fund to help develop a qualitative report on the sexual and reproductive health needs of women with disability, and their exposure to violence.
- Releasing the World Bank's 2012 World Development Report on Gender Equality and Development, and qualitative work on women's economic decision-making in Papua New Guinea and Fiji. Support was also provided for World Bank programs to improve gender equality outcomes in new and ongoing programs.
- Facilitating UN Women's Advancing Gender Equality in Political Governance Program in the Pacific, which supports women's electoral participation. In Kiribati the program has supported the Ministry of Internal and Social Affairs in its outreach work to increase women's political participation as candidates and voters immediately before elections in selected communities in 2012. The Pacific Islands Forum Secretariat and United Nations Development Programme also hosted a mock parliament for women in Kiribati in the months leading up to the election. Four women were elected—two are now ministers who received Advancing Gender Equality in Political Governance Program training in 2010 and participated in the mock parliament.
- Enabling the Emerging Pacific Women's Leadership Program to support Pacific women leaders to increase their knowledge, skills and abilities to advocate for women's economic opportunities and leadership.
- Continuing support to the Pacific Financial Inclusion Program, which is providing better access to mobile banking for men and women. Australia co-funds the program (run from the United Nations Development Programme Pacific Centre), which in 2011 rolled out Digicel mobile money in Samoa, Tonga and Papua New Guinea. This system allows for easier ways to transfer domestic money and international remittances, and to pay bills. It is expected that the service will benefit up to 500 000 people of which 40 per cent will be women and 30 per cent will live in rural villages.

Factors affecting progress

Organisational capacity in UN Women has hampered effective delivery of the UN Women Ending Violence Against Women Fund. In particular, implementation of bilateral funding contributions from Fiji and Tonga to the fund have been delayed because of overly bureaucratic, centralised financial processes and a lack of in-country presence.



Improving the quality of governance

Program objectives and strategy

Pacific Islands Centre for Public Administration

Based at the University of the South Pacific in Suva, the Pacific Islands Centre for Public Administration provides advice and training services to Pacific Island countries to improve the workforce development capabilities of their public administrations at national and sub-national levels, and the individual competencies of their staff in public administration. Areas of focus include general administrative systems and processes for procurement, asset management, maintenance, payroll, staff management, recruitment, record keeping, in-service training, and policy development.

Pacific Ombudsman Alliance

The Pacific Ombudsman Alliance aims to support development of legislation and programs that recognise the right of citizens to transparent and accountable government services. The alliance acts as a catalyst for necessary change, working with a network of ombudsman peers encouraging government accountability. The alliance is also aligned with the Interim Pacific Regional strategy as it promotes regional cooperation through its network of ombudsman peers.

Pacific Media Assistance Scheme

The Pacific Media Assistance Scheme seeks to support better governance in the region through the development of diverse, independent, professional media that promotes informed and meaningful public discourse throughout the Pacific. With close links to AusAID's bilateral media development initiatives in Papua New Guinea, Solomon Islands and Vanuatu, the scheme enables many of the smaller island nations and Pacific regional organisations to access AusAID's media development support. The scheme is aligned with the interim Pacific regional strategy as it provides for regional cooperation amongst professional media networks across the region.

Regional Rights Resource Team

Regional Rights Resource Team seeks to build human rights capacity through state institutions and civil society organisations as they are 'duty bearers' to promote and protect human rights on the ground. The team provides access to human rights expertise and assists Pacific Island countries with their reporting obligations under international human rights treaties. It also supports civil society to act for necessary change in areas such as gender equality and disability rights. As part of the Secretariat of the Pacific Community, the team is aligned with the interim Pacific regional strategy as it promotes regional provision of human rights expertise across the region.

Pacific statistics

Australia's support for development statistics in the Pacific seeks to generate better evidence-based decision-making by Pacific Island governments and their people, better tracking of development and improved aid effectiveness. Regionally, we are pursuing these objectives through funding contributions for the statistics programs



delivered by the Secretariat of the Pacific Community, Pacific Financial Technical Assistance Centre, Australian Bureau of Statistics and the Partnerships for Development of Statistics in the 21st Century (PARIS21). Assistance under these programs is aligned with the Pacific's 10-year Pacific Statistics Strategy and its Action Plan. Australia's support for statistics is aligned with the objectives of AusAID's regional program as it involves the regional provision of statistical services, encourages regional cooperation and promotes improved delivery of regional services by the Secretariat of the Pacific Community.

Pacific Financial Technical Assistance Centre

Australia's support to the Pacific Financial Technical Assistance Centre aims to build institutional and human resource capability in public financial management, revenue administration, financial sector supervision, and economic statistics in the Pacific region. The centre's strength is its ability to respond rapidly to country demand for high-quality technical assistance from advisors of high calibre who are recruited by the International Monetary Fund. The centre's geographical and technical location within the existing Pacific regional architecture makes it a cost-effective channel to deliver specialised development assistance.

Pacific Legal Information Institute

The institute is an established regional legal resource that publishes free legal information on the internet. It is a tool that promotes justice and access to the law through accessibility of such information. It is widely used and valued throughout the Pacific and is a repository of approximately 110 000 judgements and court documents collated in 158 databases from 20 Pacific Island countries and territories. It is the only facility of its kind in the Pacific, providing an essential service to the region and beyond.

The institute contributes significantly to developing Pacific jurisprudence. It provides increased transparency and accountability for legal decisions and processes thereby promoting good governance, and potentially improved access to justice through better access to information.



Progress against objectives

Table 8: Ratings of the program's progress towards the objectives of the interim strategy

Objective	Current rating	Relative to previous rating
Pacific Islands Centre for Public Administration	■	Not applicable
Pacific Ombudsman Alliance	■	Not applicable
Pacific Media Assistance Scheme	■	Not applicable
Regional Rights Resource Team	■	Not applicable
Pacific Statistics	■	Not applicable
Pacific Financial Technical Assistance Centre	■	Not applicable
Pacific Legal Information Institute	■	Not applicable

Note:

- The objective will be fully achieved within the timeframe of the strategy.
- The objective will be partly achieved within the timeframe of the strategy.
- The objective is unlikely to be achieved within the timeframe of the strategy.

Key achievements

Pacific Islands Centre for Public Administration:

- Establishing the centre at the University of the South Pacific and training Fijian public servants in service delivery.
- Participating in the Pacific Regional Public Service Commissioner's Conference in Tonga in October 2011 with agreement to act as Secretariat to the Conference.

Pacific Ombudsman Alliance:

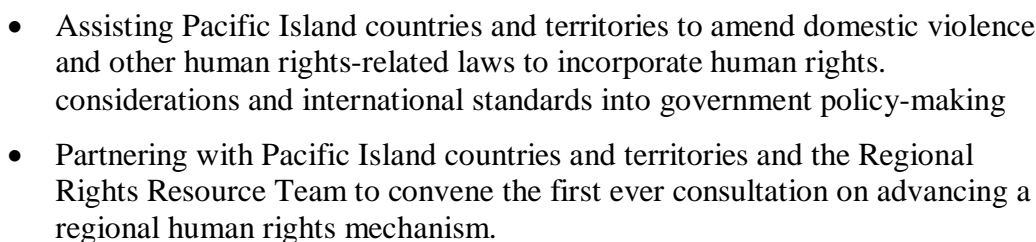
- Assessing the viability of an ombudsman commission in the Republic of the Marshall Islands, and helping to draft legislation to establish an ombudsman office in Nauru.
- Facilitating a placement in the Samoan Ombudsman's Office which has established a memorandum of understanding with the police covering complaints handling.

Pacific Media Assistance Scheme:

- Supporting the progression of freedom of information legislation in Papua New Guinea, Nauru, Palau, Tonga, Solomon Islands and Vanuatu, in partnership with the United Nations Development Programme.
- Providing further assistance to national technical and vocational education and training centres in five Pacific Island countries for media courses.

Regional Rights Resource Team:

- Providing support for report preparation, workshops and advice to enable all teams to successfully completed their universal periodical review reporting during the first four-year round (2008–2011).



- Providing technical assistance and training through the Secretariat of the Pacific Community for planning, implementing and analysing census and household surveys in 12 countries.
- Assisting the Secretariat of the Pacific Community to develop the National Minimum Development Indicators database and website.
- Facilitating the Australian Bureau of Statistics to deliver leadership training for senior statisticians from 10 National Statistics Offices.
- Conducting 15 technical assistance missions to Pacific Island countries on economic and finance statistics through the Pacific Financial Technical Assistance Centre.
- Conducting technical assistance and training missions in nine countries through the Pacific Financial Technical Assistance Centre. Topics were quarterly national accounts and rebasing, GDP expenditure measures, and compilation training on economic and finance statistics.
- Supporting six Pacific Island countries to develop national strategies for the development of statistics through PARIS21 and the Secretariat of the Pacific Community.

- Supporting formulation of the Public Financial Management Roadmap with the Pacific Islands Forum Secretariat under the Cairns Compact. The roadmap provides the basis for the Pacific Financial Technical Assistance Centre to effectively coordinate public financial management reforms, and public expenditure and financial accountability assessments in the region.
- Deepening engagement with Pacific Island countries by recruiting three additional advisors on public financial management, statistics and macro-economic issues.
- Assisting the Pacific Financial Technical Assistance Centre to publish an annual report. The centre was the first of the seven International Monetary Fund technical centres to do so.

- Launching its first virtual database/library, which is on Pacific Islands maritime law. This tool will ease the search on the institute's website for legal documents in the subject area, and as new materials are added to the website, these will be tagged to the relevant database reducing the need for manual



editorial updating. The institute is currently working to develop a virtual library on intellectual property law.

- Uploading a total of 4560 pieces of legislation and judgements onto the institute's website from 16 Pacific Island countries and territories including Pitcairn Island and Papua New Guinea.

Environment and climate change

Program objectives and strategy

In 2011, Australia's regional environment and climate change assistance was delivered predominately through the International Climate Change Adaptation Initiative. Components of the initiative promote regional coordination and cooperation, and align with both objectives of the interim strategy.

Jointly managed by AusAID and the Department of Climate Change and Energy Efficiency, the objectives of the International Climate Change Adaptation Initiative are to:

- establish a policy, scientific and analytical basis for climate change adaptation
- increase understanding of climate change impacts on natural and socioeconomic systems
- enhance capacity to assess vulnerabilities and risks, formulate adaptation strategies and mainstream adaptation into decision making
- help finance priority adaptation actions.

Progress against objectives


Table 9: Ratings of the program's progress towards the objectives of the International Climate Change Adaptation Initiative

Objective	Current rating	Relative to previous rating
Objective 1: Establish policy, scientific and analytical basis for climate change adaptation	■	Not applicable
Objective 2: Increase understanding of climate change impacts on natural and socioeconomic systems	■	Not applicable
Objective 3: Enhance capacity to assess vulnerabilities and risks, formulate adaptation strategies and mainstream adaptation into decision making	N/A	Not applicable
Objective 4: Help finance priority adaptation	N/A	Not applicable

Note:

- The objective will be fully achieved within the timeframe of the strategy.
- The objective will be partly achieved within the timeframe of the strategy.
- The objective is unlikely to be achieved within the timeframe of the strategy.

Australia's environment and climate change assistance supports a range of regional and multi-country work programs implemented by regional and multilateral organisations, including the Secretariat of the Pacific Regional Environment Programme, the Secretariat of the Pacific Community and the University of the South



Pacific, as well as whole-of-government partners such as the Bureau of Meteorology, CSIRO and the Department of Climate Change and Energy Efficiency.

Key achievements

- Under the Pacific Climate Change Science Program, Australia released the results of the first detailed scientific projections for long term climate change impacts in the Pacific region in a two volume technical report, *Climate change in the Pacific: scientific assessment and new research*. The impacts of climate change – such as extreme weather events, sea level rise, and associated increased levels of inundation and storm surges – are expected to continue increasing over time.
- The Pacific Climate Change Science Program also developed a brochure for each program partner country. This included research presenting country specific information on past, current and future climate.
- The Secretariat of the Pacific Community published a comprehensive assessment of the climate change vulnerability of the fisheries sector, *Vulnerability of tropical Pacific fisheries to climate change*, and policy briefs to assist decision makers and partners in each country. The publication was launched by AusAID at the Secretariat of the Pacific Community annual meeting in November 2011 and has been well received by policy makers and other stakeholders.
- Australia continued to support the South Pacific Sea Level and Climate Monitoring Project to gather meteorological and oceans data across the Pacific. Data are used in a range of projects useful to the international scientific community, including intergovernmental panel on climate change reports, research under the Pacific Climate Change Science Program, to assist Pacific countries in global discussions, and to develop environment vulnerability Indices. Regional technical organisations and other donors also use the data for disaster risk assessments, coastal zone management and in the National Adaptation Plans of Action.
- The AusAID funded Pacific Islands Climate Prediction Project continued to increase capacities of Pacific meteorological services to use climate science to support planning in various sectors including agriculture, water security and health.
- Australia continued to build on its engagement with regional organisations in supporting coordination in climate change, including support to the Pacific Islands Forum Secretariat for a study on the effective use and management of climate change resources.

Factors affecting progress

Implementation in some programs such as the Pacific Adaptation to Climate Change Program (United Nations Development Programme — Secretariat of the Pacific Regional Environment Programme) has been slow, however Australia has engaged carefully with partners to ensure improved progress in future.



Whole-of-government collaboration between AusAID, the Department of Climate Change and Energy Efficiency, the Department of Sustainability, Environment, Water, Population and Communities, Bureau of Meteorology and CSIRO requires improved coordination to lessen demands on Pacific partners and to ensure better cohesion and coordination of Australian support.

The limited capacity of Pacific Island countries and regional organisations affects their ability to implement the relatively large number of climate change related activities across the region.

Preparing for and responding to disasters and humanitarian crises

Program objectives and strategy

The south-west Pacific did not experience any large scale natural disasters in 2011, however Australia did respond to tropical cyclones Vania and Wilma after they impacted Vanuatu and Tonga respectively in January 2011. AusAID also responded to the Tuvalu drought in September and October after water reserves reached critical levels. AusAID's Pacific disaster risk management program concluded in 2011 and the focus turned to the design of a new multi-country initiative.

Humanitarian and disaster response, which includes enhancing disaster preparedness and delivering faster and more effective response to humanitarian crises, is one of the five pillars of the aid program. The current objectives and strategic direction for the Pacific are guided by AusAID's thematic policies: Investing in a Safer Future: A Disaster Risk Reduction Policy, and the Humanitarian Action Policy. These are designed to:

- deliver appropriate and effective humanitarian action
- strengthen the capacity of partner countries to reduce disaster risks in line with the Pacific Disaster Risk Reduction and Disaster Management Framework.

Progress against objectives

Table 10: Ratings of the program's progress towards the objectives of the interim strategy

Objective	Current rating	Relative to previous rating
Deliver appropriate and effective humanitarian action	■	Not applicable
Strengthen the capacity of partner countries to reduce disaster risks in line with the Pacific Disaster Risk Reduction and Disaster Management Framework	■	Not applicable

Note:

- The objective will be fully achieved within the timeframe of the strategy.
- The objective will be partly achieved within the timeframe of the strategy.
- The objective is unlikely to be achieved within the timeframe of the strategy.

AusAID responds to disasters primarily through bilateral programs but also provides support at a regional level as a more efficient and complimentary method of sharing resources and providing services.

The Pacific Enhanced Humanitarian Response Initiative was Australia's primary regional mechanism for disaster risk management support in the Pacific from 2008–2011.

Key achievements

- Providing the United Nations Children's Fund regional pre-positioned emergency supplies and technical expertise to three disaster affected countries.
- Establishing disaster preparedness and response arrangements in over 500 communities across six countries through Australian international non-government organisations working with local partners.
- Developing and implementing disaster risk management national action plans, and joint disaster risk management and climate change adaptation national action plans, for nine countries through the Secretariat of the Pacific Community working with other regional and local partners.

AusAID's core funding helps regional organisations such as the Secretariat of the Pacific Community to provide technical support to disaster affected countries, and helps partners, including AusAID, to better tailor their response to local needs.

AusAID supported regional mechanisms like the Pacific Humanitarian Team to be more inclusive of the needs of women and vulnerable groups during disaster response and recovery.

AusAID also coordinates with whole-of-government partners on cross portfolio issues like catastrophic risk insurance and the links between climate change adaptation and disaster risk reduction, and provides policy input on disaster risk management in the Pacific.



Factors affecting progress

Australia's regional disaster preparedness program has realised some tangible achievements, however the overall approach has been fragmented. A new program to replace the Pacific Enhanced Humanitarian Response Initiative will commence in late 2012 and should provide the program with a more coherent approach to disaster preparedness support.

There is no clear guidance on the level of investment in the broader disaster risk management sector (which includes preparedness and risk reduction) relative to other sectors.

Disability inclusive development

Program objectives and strategy

In 2011, for the first time the Australian aid program placed people with disability visibly in its core development objectives, and in so doing supports the outcomes of *Development for All: Towards a Disability-Inclusive Australian Aid Program 2009–2014*. In the Pacific, Australia's objective is to improve the quality of life of people with disability by promoting and improving access to the same opportunities for participation, contribution, decision-making, and social and economic wellbeing as others. The program is consistent with Australia's interim regional strategy, as it seeks to improve the effectiveness of Pacific regional organisations in delivering regional disability-inclusive development services and activities.

Progress against objectives

AusAID has significantly increased its dialogue and partnerships with Pacific governments, urging them to include people with disability in planning and development priorities so that their views and needs as citizens are adequately considered. AusAID also works with civil society organisations, particularly disability organisations, to build their capacity to work with Pacific governments towards the goals of the UN Convention on the Rights of Persons with Disability. With a regional disability specialist based in Suva, this work is progressing well.

AusAID is working jointly with the Pacific Islands Forum Secretariat to progress work nationally and regionally towards the goals of the Pacific Regional Strategy on Disability 2010–2015. In 2011, this involved continued support for disability policy development in Kiribati, Niue, Tonga and Tuvalu, as well as a legislative review in line with the UN Convention on the Rights of Persons with Disabilities in Palau. Through a dedicated disability coordination officer, the Pacific Islands Forum Secretariat provides a forum for policy dialogue and a Pacific voice for people with disability in international fora.

AusAID also provided support to the Pacific Disability Forum, the regional peak body of disability organisations, to implement the forum's Strategic Plan 2011–2016. This new multi-year partnership recognises the forum's leadership in strengthening the capacity and voice of Pacific Islanders with disability at national, regional and international levels, and builds on Australia's previous support for capacity development of disability organisations.

Table 11: Ratings of the progress towards the program objective

Objective	Current rating	Relative to previous rating
To improve the quality of lives of people with disability	■	Not applicable

Note:

- The objective will be fully achieved within the timeframe of the strategy.
- The objective will be partly achieved within the timeframe of the strategy.
- The objective is unlikely to be achieved within the timeframe of the strategy.

Key achievements

- Six countries signing, and two ratifying the Convention the Rights of Persons with Disabilities.
- Finalising national disability policies in Niue, Tuvalu, Tonga and Kiribati.
- Supporting 13 disability organisations across nine countries through the Pacific Disability Forum to establish and strengthen their organisations and to promote disability rights (Cook Islands, Fiji, Federated States of Micronesia, Kiribati, Palau, Papua New Guinea, Solomon Islands, Samoa and Vanuatu).
- Funding the Pacific Disability Forum, the Disability Rights Fund and the Australian Development Research Awards to build skills and capacity amongst disability organisations across the Pacific. For example, in 2011, eight disability organisations in seven Pacific Island countries and territories – Cook Islands, Vanuatu, Palau, Federated States of Micronesia, Kiribati, Tuvalu and Fiji – received funding from the Disability Rights Fund for advocacy and awareness activities.
- Training 10 data collectors and one research officer, all with disability, to help inform inclusive road development in urban and rural Papua New Guinea.

Leadership

Program objectives and strategy

The Pacific Leadership Program supports influential Pacific Islanders to lead and shape changes important to Pacific development. The program convenes leaders, shares knowledge and targets resources to leaders across the region to address identified developmental challenges. It supports the effectiveness of Pacific regional organisations in delivering regional programs, in particular the Secretariat of the Pacific Community, the Pacific Islands Forum Secretariat, Pacific Youth Council and the Pacific Island Private Sector Organisation.¹

The Pacific Leadership Program supports leadership in Pacific regional organisations though mentoring, strategic assistance, targeted skill development and executive support. The program is a regional and multi-country mechanism with national programming guided by bilateral programs.

¹ The Pacific Leadership Program has signed leadership resource agreements with the Secretariat of the Pacific Community in 2010 and with the Pacific Islands Forum Secretariat in 2012 to deliver mentoring, support for strategic planning, executive coaching and media training.



The program's objectives are to:

- strengthen leadership of influential Pacific organisations
- support coalitions of leaders to identify and drive developmental change
- equip influential Pacific Islanders to effectively exercise leadership with resources tailored to their context.

The Pacific Executive Program, while not part of the Pacific Leadership Program, also contributes to the first objective above by providing executive development training for up to 40 senior public sector officials each year. Participants are selected from 10 countries, with Papua New Guinea, Solomon Islands, Fiji and Vanuatu taking up two-thirds of the places.

Progress against objectives

Table 12: Ratings of the program's progress towards the objectives of the Pacific Leadership Program

Objective	Current rating	Relative to previous rating
Objective 1 Strengthening leadership of influential Pacific sectors and organisations	■	Not applicable
Objective 2 Supporting coalitions of leaders to identify and drive developmental change	■	Not applicable
Objective 3 Equipping influential Pacific Islanders to effectively exercise leadership with resources tailored to their context	■	Not applicable

Note:

- The objective will be fully achieved within the timeframe of the strategy.
- The objective will be partly achieved within the timeframe of the strategy.
- The objective is unlikely to be achieved within the timeframe of the strategy.

Key achievements

- The Pacific Leadership Program supported the leadership of the Pacific Youth Council Secretariat, and a youth employment coalition, to develop an advocacy strategy for the 2011 Forum Leaders Meeting. This resulted in youth employment being a recognised issue on the leaders' agenda in 2011. This is now used in Tonga and Solomon Islands to roll-out youth employment programs.
- The Tonga National Leadership Development Forum, a group of eminent leaders, including nobles from across Tongan society, is enabling citizens to hold members of parliament to account with Pacific Leadership Program support. Over 30 community consultations, averaging more than 50 participants have brought members of parliament back to their constituencies, often for the first time since the elections, for debate and questions on leadership. The aim is to develop a national leadership code and there is evidence already of resources allocation for members of parliament being influenced by the process.

- Thirty-eight senior public sector officials commenced the Pacific Executive Program in 2011, while 34 officials from the previous intake completed the program.

Factors affecting progress

The Pacific Executive Program is influenced by other models such as The Asia Foundation but is facing a shortage of expertise in the area of political economic analysis. The program hopes to work closer with other leadership institutions including the Developmental Leadership Program to develop Pacific analytical expertise. The findings of the Independent Review of the Pacific Executive Program in 2012 will shape its next phase.

Management consequences

In 2012, AusAID will focus on developing a Pacific Regional Strategy to provide strategic focus and objectives for the program. In addition to this, the preparation and revision of various thematic strategies, such as in health, education, climate change and fisheries, will provide more specific objectives for the sectoral areas of the program.

AusAID will focus on the distinction between multi-country and regional programs and how these might be better articulated through the new strategy, budget and organisation structure. Identifying programs that are multi-country in nature will increase their focus on identifying country-level outcomes, independent of the regional program.

AusAID proposes to return to multi-year core funding agreements with the Secretariat of the Pacific Community, the Pacific Islands Forum Secretariat and Secretariat of the Pacific Regional Environment Programme, and renew multi-year funding arrangements with the University of the South Pacific and Forum Fisheries Agency from 2013, provided there is clarity on each organisation's core business and a stronger focus on results. Outcomes of the reviews of the Pacific Islands Forum Secretariat and the Secretariat of the Pacific Community will likely provide more clarity around the priorities and respective focuses of these organisations.

AusAID will develop implementation plans to guide engagement with other government departments and each Pacific regional organisation. These plans should better define the year on year progress we expect from Pacific regional organisations in improving their effectiveness and efficiency. In addition, partnership arrangements with all Pacific regional organisations have been or are being amended to create one umbrella agreement between the Australian Government and each organisation. This will streamline financial reporting and improve coordination between Australian Government partners.

The regional program will work more closely with bilateral programs through Canberra and Posts to accurately reflect regional and multi-country programs and the objectives in individual partnerships for development, and to increase visibility of AusAID's contribution to these objectives.

AusAID has been working with the World Health Organization and the Secretariat of the Pacific Community to replace the current multi-country 'project' approach to non-

communicable diseases with strategic partnerships that focus the organisations on their mandated roles and make them more accountable for country-level outcomes. To date, much of our funding to countries for non-communicable diseases has been flowing regionally through Secretariat of the Pacific Community-managed grants – this approach will cease and AusAID will ensure strengthened approaches to non-communicable diseases at the country level, primarily through our bilateral programs.

To be effective, AusAID needs to have the capacity (in personnel and departmental funds) to manage the regional program and to engage in policy/program dialogue with countries, multilateral partners and Pacific regional organisations. Additional positions (at various levels and locations) within the Pacific Division are essential to achieve this.