Cluster Evaluation of AusAID Vanuatu Civil Society and Media Programs

Pamela Thomas

July 2, 2012

Contents

Acronyms

ACPACS	Australian Centre for Peace and Conflict Studies
ANGO	Australian Non Government Organisation
AusAID	Australian Agency for International Development
CS	Correctional Services
GOA	Government of Australia
GOV	Government of Vanuatu
MNCC	Malvatumauri Vanuatu National Council of Chiefs
MTR	Mid-Term Review
MOU	Memorandum of Understanding
NGO	Non Government Organisation
PDD	Program Design Document
TOR	Terms of Reference
UQ	University of Queensland
USP	University of the South Pacific
VBTC	Vanuatu Broadcasting the Television Corporation
VBY	Vois Blong Yumi
VCC	Vanuatu Christian Council
VCPP	Vanuatu Church Partnership Program
VKGP	Vanuatu Kastom Governance Partnership Program
VPF	Vanuatu Police Force
VKS	Vanuatu Cultural Centre
WSB	Wan Smolbag Theatre

Executive summary

This report analyses the mid-term reviews of three Vanuatu civil society programs undertaken in Vanuatu in November 2011 and February 2012. It considers the common themes between the programs, the major achievements and challenges, lessons learned, the relevance and effectiveness of AusAID support to civil society and the rationale for an ongoing engagement with civil society within the Vanuatu-Australia Partnership for Development. The evaluation uses international best practice and pathways to development as analytical tools. It contributes to a broader evaluation of AusAID's engagement with civil society following a Drivers of Change[1] analysis in 2008.

The three programs are the Vanuatu Churches Partnership Program (VCPP), Vois Blong Yumi (VBY) - support to the Vanuatu Broadcasting and Television Corporation, and the Vanuatu Kastom Governance Partnership Program (VKGP) which provides support to the Malvatumauri Vanuatu National Council of Chiefs (MNCC).[2] Among the direct or indirect aims of the three programs are strengthening good governance and inclusion. The programs exhibit different modalities but each is appropriate to its context.

The programs demonstrate impressive achievements in all but one of the 'six pathways to development'[3] and to a large extent demonstrate good donor practice. Common characteristics have been extensive reach into urban and rural communities, opportunities for inclusive dialogue on good governance, inclusion and development issues, alignment with Government of Vanuatu (GOV) priorities, and in most cases strong and trusted partnerships. Key constraints have been limited interaction between civil society and government departments, very short funding cycles, and in two programs, some lack of due process and accountability among Vanuatu program partners. Gender equality remains difficult.

This evaluation supports the 2007 Drivers of Change identification of civil society as a key locus for the emergence of coalitions for change. It shows that AusAID-supported civil society organisations with their widespread interlinking formal and informal networks are driving change in Vanuatu through expanding effective service delivery at local level and strengthening kastom governance and the role of kastom in conflict resolution.

The analysis suggests that civil society programs have an integral place within the AusAID/Vanuatu bilateral program. Given the current Vanuatu context, only by incorporating civil society into the aid program can the possibility of national inclusion in basic service delivery, and progress towards the millennium development goals, be achieved

Key achievements
1. AusAID's engagement with civil society in Vanuatu has been timely, strategic and innovative and is resulting in improved service delivery, better informed citizens, improved conflict

---

[1] Cox. M. et al, 2007, *The Unfinished State: Drivers of change in Vanuatu*, AusAID, Canberra
[2] Within this analysis Vois Blong Yumi is considered a civil society program.
[3] Better services, less conflict, more connected communities, greater social inclusion, more informed and active citizens and more effective and accountable government.

resolution, greater dialogue and connections within and between communities and between urban and rural organisations and communities. The programs have allowed almost nation-wide access to information and support for good governance and development priorities. The three programs are evidence of AusAID's positive response to the recommendations of the Drivers of Change analysis for better and more effective civil society engagement.

2. The three programs are highly relevant to the Vanuatu context and to the commitments of both governments to 'effective dialogue with partners using appropriate mechanisms for engaging domestic stakeholders, including business and civil society'[4] and 'further support to key governance institutions and civil society – such as chiefs, churches, non government and community- based organisations'.[5] The programs align closely with the GOV focus on good governance, gender[6] law, justice and kastom[7] and the GOA's five strategic goals for the aid program.[8]

3. AusAID support for the chiefs, churches and media recognises and strengthens some of the country's main organisations with potential for national reach and national opportunities for social inclusion.

4. AusAID's selection of organisations with recognised legitimacy and authority adds value to program activities and information.

5. Providing knowledge of, and support for good governance through different organisations and communication channels is a powerful development strategy reinforcing information and encouraging action. This dynamic combination needs to be given greater consideration in other AusAID programs as discrete programs have limited impact. Care needs to be taken to ensure that information is consistent across programs.

6. The programs exhibit good international donor practice through providing thorough program-specific situational analyses involving major partners; appropriate modalities; building on existing structures, strengths and partnerships; working with known and respected organisations; and involving partners in program development and planning.

7. In the communities they have reached, the programs together have achieved increased knowledge, and in some cases practice, of good governance, improved conflict resolution, greater inclusion, better social services, greater knowledge and acceptance of the legal authority of the kastom chiefs and in some cases better informed and engaged citizens.

8. For AusAID, the investment in civil society has provided excellent value with returns that should multiply with time.

Key challenges

9. A perceived lack of AusAID commitment to long-term future engagement in the three programs has led to uncertainties. Continuity of the churches program three-year contract is

---

[4] Partnership for Development between the Government of Australia and the Government of Vanuatu, 2009, Item 6.2.

[5] 'Australia-Vanuatu Joint Development Cooperation Strategy' 2005-2010:7

[6] See GOV, 'Priorities and Action Agenda, 2011 Update: Re-committing to reform to achieve an educated, healthy and wealthy Vanuatu', October 2011 pp5, 11-13.

[7] GOV, 'Vanuatu Law and Justice Sector Strategy and Action Plan 2009-2014' (see Pillars of Law, Justice and Social Welfare - no page numbers) and the GOV 2011 Update of the Priorities and Action Agenda 2006-2015 ' Re-committing to reform to achieve an educated, healthy and wealthy Vanuatu' pps 11, 19 and 38.

[8] Saving lives, Promoting opportunities for all, sustainable economic development, effective governance and humanitarian and disaster response 'AusAID 2012, *'Budget: Australia's International Development Assistance Program 2012-13'* p.10

causing anxiety among church partners; VBY has had two short-term extensions; and the chiefs' program, 12 months without funding. AusAID's longer-term intentions should be made clear.

10. Only the VBY program has in-depth and on-going cross-program collaboration within AusAID.

11. AusAID is an integral partner in two of the programs reviewed but the post is seriously understaffed and not always able to provide the support, or conduct the kind of due diligence and oversight sometimes needed for partnering with civil society. Within the churches program there is misunderstanding about what constitutes a 'partnership' and unrealistic expectations of AusAID involvement and support. Partnership responsibilities need to be clarified and program staff at the post increased.

12. Collaboration and information- sharing needs to occur within AusAID between program officers on bilateral sectoral programs and officers responsible for civil society programs with similar sectoral interests. Currently there appear to be no mechanisms within AusAID to ensure regular collaboration and information sharing and no indication that bilateral programs know of, or accommodate, those for civil society. Opportunities for important synergies are being lost.

13. The relationships between the civil society programs and relevant government departments together with lack of government capacity to fulfil its agreed obligations seriously limit the opportunities for coalitions of interest and expanded program benefits. Government inaction in addressing chronic financial and human resource mismanagement have negatively influenced outcomes in VBTC. Lack of staff and administrative capacity in the MNCC are reflected in poor management and inadequate financial accountability in the VKGP.

14. In all programs, attention is given to gender issues and women are represented to varying degrees in activities and staffing, but gender equality and inclusion are misunderstood and/or subject to tensions and disagreement. There is no adequate translation of the word gender. None of the programs address disability although it is part of the GOA strategic goal promoting opportunities for all.[9]

15. All programs lack a planned strategy for communication and advocacy for good governance, gender equality, and key developmental change. The AusAID-supported Mama Graon Land Program provides examples of incorporating 'awareness and advocacy, to inform debate and galvanise political will'.[10]

Recommendations and suggestions for a civil society strategy

16. It is recommended that AusAID continue, and where appropriate increase, support for civil society programs that address GOV's strategic priorities and Australia's commitments keeping in mind the synergies of having closely aligned programs.

17. It is recommended that AusAID Vanuatu develop a detailed strategy for future engagement with civil society to guide future bilateral programming. It should expand and deepen the focus outlined in the Australia -Vanuatu Joint Development Cooperation Strategy 2005-2010

---

[9] AusAID, 2012, *'Helping the World's Poor through Effective Aid: Australian Comprehensive Aid Policy Framework to 2015-16'* p. 7

[10] Vanuatu Land Program Design Document, 12 February, 2009, p.ii

(pp.7-10)[11] and incorporate the lessons learned from current civil society and non-state programs.

18. The following suggestions for a Vanuatu civil society strategy may have relevance for broader AusAID approaches to civil society. It is suggested the strategy include:

- A statement of purpose for supporting civil society.
- Consideration of the whole development program and mechanisms for regular discussion between civil society and bilateral program managers and government.
- Recognition of the additional AusAID staff time needed to engage in civil society programs particularly where AusAID is a program partner. Establishment of rules of engagement for partners.
- An outline for oversight of mechanisms for civil society and government organisations working in the same sector.
- Selection of respected, well established Vanuatu partners with dedicated staff, the capacity to expand and/or complement existing government activities and/or with potential to reach into urban, peri-urban and rural households.
- Selection of Australian partners, where appropriate, who are known to potential Vanuatu partner(s), have similar values, knowledge of ni-Vanuatu culture, social and political structures and in-depth knowledge of the sector in question.
- Joint development of situational analyses and program designs among key stakeholders, including input from AusAID managers of other relevant programs – bilateral or civil society.
- Inclusion of an outline of monitoring and evaluation methods for civil society programs which have flexible objectives and activities.
- Establishment of agreed definitions of good governance - what this means and what it may mean to different sectors of society.
- Longer, more realistic partnership agreements and funding cycles and provision of an inception phase in innovative, 'risky', programs.
- Incorporation of an advocacy and communication strategy that includes different communication formats and channels, with mechanisms for ensuring that key information on specific sectors is standardised across all programs.
- Support for joint activities with other government or non government organisations with similar aims. For example, the VKGP ran a Women in Kastom national forum organised by women representing five different women's organisations including the Vanuatu Women's Centre, the Department of Women's Affairs, and several church women's groups. Inclusive responsibility is a powerful strategy.
- Inclusion of mechanisms for regular monitoring of good governance principles and financial accountability within program management.
- Recognition of the value of civil society's wide and active network of informal and personal affiliations and its role in driving positive change.

---

[11] AusAID's most recent paper on working with civil society.

1.0 Introduction

1.1 Background

This cluster evaluation analyses the mid-term reviews of two Vanuatu civil society and a media program undertaken by the consultant in November 2011 and February 2012. It is the most recent of several studies of AusAID-supported civil society programs in the Pacific and forms part of a broader evaluation of AusAID's engagement with non-state actors following the Drivers of Change study in 2008. This analysis considers the relevance and effectiveness of AusAID's support to civil society and the rationale for an ongoing engagement within the Vanuatu-Australia Partnership for Development. The terms of reference for the cluster evaluations are in Appendix A.

The analysis is undertaken against the social, political, economic and geographic context within which the programs operate. The programs are AusAID's Vanuatu Churches Partnership Program (VCPP), the Vanuatu Kastom Governance Partnership Program (VKGP) and Vois Blong Yumi (VBY) a program of support to the Vanuatu Broadcasting and Television Corporation (VBTC). The framework for analysis is based on six pathways to development[12] – better services, less conflict between and within communities, more connected communities, greater social inclusion, more informed and active citizens, more effective, accountable and transparent government, and improved government, civil society and community governance[13] and the extent to which the three programs demonstrate international good donor practice.

A common characteristic of the programs is their focus on communicating information on good governance through the medium most appropriate to the specific program and context – through radio in the case of Vois Blong Yumi, through national and village based church groups and workshops in the VCPP and through research-based discussions in the VKGP.

1.2 Vanuatu context

Vanuatu's population of around 243,000 is widely scattered across 68 inhabited islands many at considerable distance from the two urban centres, Port Vila and Luganville. Around 70 per cent of the population is rural and poor with many communities living a subsistence lifestyle in areas where transport is infrequent, expensive and unreliable. Outside the urban centres, state power and authority are very weak and rest largely with the churches and kastom chiefs ...'traditional and informal institutions have greater legitimacy and authority, representing what ni-Vanuatu perceive as the most valuable in their society'.[14] The concept of a nation state remains at odds with the reality of a large number of individual clan and land-based social, political and economic groups. Clan-based affiliations also exert considerable influence in urban areas and over government political and economic decision-making. Language is an important defining feature in Vanuatu and is integral to clan identity and clan land boundaries. In urban areas it is

---

[12] The DFID and AusAID models incorporate the first six, I have included 'improved government, civil society and community governance'.
[13] See Office of Development Effectiveness, 2010, 'Evaluation of AusAID's engagement with civil society', AusAID.
[14] Cox M. and H. Alatoa et al, 2007, *The Unfinished State: Drivers of change in Vanuatu*, AusAID, Canberra p.48

being replaced by Bislama. There are an estimated 114 languages still spoken in Vanuatu, many of them unwritten.

Since the late 19th century churches have been important administrators and providers of health and education services and today are the major providers of these and other social services reaching into the most remote communities. The larger churches have long standing partnerships with Australian, New Zealand and French church groups. The six church members of the Vanuatu Christian Council (VCC) have potentially the most extensive and powerful social and political network in the country. Church denomination also provides personal networks that cut across clan, island, political and gender divisions. This has been weakened to some extent by a recent influx of American faith-based groups.

Kastom chiefs are largely autonomous with authority over their particular community or language group. There is potential for a powerful chiefly network through the Malvatumauri Vanuatu National Council of Chiefs (MNCC) and the Island and Urban Island Councils of Chiefs and Area Councils of Chiefs. The MNCC and Island Councils need greater administrative support to fulfil their anticipated role. Prior to the VKGP there was almost no recognition that the role and authority of kastom chiefs was enshrined in law and in the Constitution.

The only other actor with national reach is Radio Vanuatu. As the Drivers of Change study (2008:58) points out 'institutional and financial resources remain largely confined to the capital...there is no service-delivery strategy at local level'.

Overall, the Vanuatu context is one of rapid social and political change with an attendant increase in social problems. There is chronic political instability and high levels of corruption.[15] Recent changes that have widespread social, political and economic implications for AusAID programs and future support are the breakdown of public financial management, continued disputes over land, widespread alienation of customary land through long-term leasing, effectively disenfranchising many ni-Vanuatu citizens from both land and marine resources, and the practice of leases being signed by chiefs who do not have the legitimate authority to do so. This is leading to increased conflict and to an increase in urban migration which escalates urban problems. AusAID has an important future role in civil society in helping mitigate these impacts.

1.3 The programs

The programs provide examples of different modalities and different ways of approaching similar goals. In each, a direct or indirect aim relates to demand for better governance as outlined in the Australia-Vanuatu Joint Development Cooperation Strategy 2005-2010 when these programs were designed. Australian financial support for these programs until the end of their current phases is $A12.7 million.

Vois Blong Yumi is a twinning arrangement between the Australian Broadcasting Corporation (ABC) International Development and Radio Vanuatu, the national broadcaster of the Vanuatu Broadcasting and Television Corporation (VBTC). Program focus is building the nation through supporting a national service which reflects the concerns, interests, languages and current

---

[15] This situation was predicted in the Drivers of change 'low level scenario'. Op.cit p.60'

affairs of Vanuatu, in particular through promoting knowledge of social and economic issues such as good governance, HIV/AIDS, gender equity, agricultural development and disaster preparedness. The ABC provides extensive training, mentoring and advisory services in all areas of broadcasting in addition to strengthening technical infrastructure. The program is implemented, managed and monitored by the ABC and builds on their long-standing informal relationship with the VBTC. The program began in April 2007 with Australia providing up to $A5.2 million from June 2007 to June 2012.

The Vanuatu Churches Partnership Program comprises AusAID, six Vanuatu churches, [16] the Vanuatu Christian Council (VCC), the VCPP secretariat and their counterpart Australian church-based NGOs (ANGOs).[17] The three year program began late 2009 following an extensive situational analysis undertaken by individual churches and a thorough review of the PNG Church Partnership Program.[18] The Australian partners manage program administration and finance while the Vanuatu churches are responsible for program development, planning, implementation and monitoring. At the time of the review the program had been fully operational for around 12 months. The budget is just over $A4million over four years. The program objective is 'for the Vanuatu Christian Council and Churches in Vanuatu, individually and collectively, to play an increasingly recognised and effective role in improving governance and service delivery at national and local levels'. Oversight of the program is through a Governing Council which includes government and civil society representatives. A Partnership Group comprising all partners is the program's key decision making body and meets twice a year. The Vanuatu churches and the ANGOs have their own reference groups and meet regularly.

The Vanuatu Kastom Governance Program is a partnership between the University of Queensland (UQ),[19] the Malvatumauri Vanuatu National Council of Chiefs (MNCC)[20] and AusAID. Its objective is 'to deepen understanding, and strengthen kastom governance systems' contribution to contemporary Vanuatu in support of the overarching goal of strengthening governance in Vanuatu'. Following research and long-term discussions between the Malvatumauri and the ACPACS it began as a pilot project in 2005. It undertakes research into the role and value of kastom governance and its interaction with post-independence governance systems. This contributes to action learning through dialogues/workshops (storians) among community leaders. Support is provided to community leaders to mobilise assistance to implement action plans developed as part of the workshops. A program unit, with its own staff and budget, was established within the MNCC to oversee organisation and operation of the storians and action plans with the intention of strengthening the MNCC. The UQ and the MNCC each hold independent contracts each managed by their relevant program coordinator. The VKGP unit was intended to be part of and support to the MNCC but has tended to operate independently. The program's third phase, November 2009 to March 2013, began after a 12 month hiatus. The overall budget has been $A3.5 million over four years.

---

[16] The Anglican, Assemblies of God, Apostolic, Churches of Christ Conference, Presbyterian and Seventh Day Adventist Churches.
[17] Act for Peace (National Council of Churches Australia), Anglican Board of Mission, Baptist World Aid, Adventist Development and Relief Agency, Uniting World.
[18] See AusAID, 2007, PNG Church Partnership Program Mid-Term Review, Port Moresby
[19] Previously the Australian Centre for Peace and Conflict Studies at the University of Queensland.
[20] The Malvatumauri Vanuatu National Council of Chiefs is a statutory body that reports to the Ministry of Justice and Community Services.

1.3 Methodology

In keeping with more innovative approaches to development assistance through civil society, all the programs reviewed have flexible designs, changing activities based on regular monitoring and action learning, and loosely defined outcomes and objectives. One of the major objectives of all three programs relates to strengthening good governance but in Vanuatu there is no agreed definition of what comprises good governance. A difficulty for evaluation is the way in which the objectives relating to good governance are framed. They relate to 'explore', 'deepen understanding' 'play an effective role in improving' governance. While this allows for flexibility and differing perceptions, it makes it difficult to provide concrete evaluation results – a situation discussed in AusAID's Guidance on M&E for Civil Society Programs.[21] As is common with civil society programs none has a logframe or predetermined indicators. The programs are complex and have complex results that vary with location, context and individual perception and have resulted in both emergent and transformative change.

The methodology used for the three MTRs focused on what had been done, what changes occurred, the most significant change(s), for whom and why. Each review sought a wide range of opinions in urban and rural settings, observation, a thorough review of all reports and triangulation of data where feasible.

The methodology for the cluster evaluation was discussed with members of the AusAID monitoring and evaluation Reference Group and the AusAID Evaluation Manager. It is based on international donor best practice,[22] an analysis of achievements in the pathways to development[23] and AusAID's program performance criteria as outlined in the TOR. These three approaches allow an organising mechanism for the evaluation. A review was made of previous AusAID-supported evaluations of engagement with civil society.[24]

2.0 Demonstration of good donor practice
2.1 Relevance to the development context

The three programs illustrate that AusAID support for civil society has in all cases been a strategic engagement that has addressed good governance through different modalities using organisations with the country's most extensive national reach. In each program AusAID support has been relevant to the GOA's and GOV's priority development needs. The modalities, partnerships and designs exhibit a thorough understanding of the Vanuatu context in relationship to power relations, authority, legitimacy, potential reach and appropriate forms of communication.

---

[21] See Kelly, L. et al, 2008, 'Guidance on M&E for Civil Society Programs', AusAID.

[22] This review incorporates best donor practice as outlined in Hall J. and J. Howell, June 2010, 'Working paper: Good practice donor engagement with Civil Society', AusAID p.12 and Howell J., January 2011. op.cit :15-22

[23] Taking into consideration the similarities of this approach to the World Bank ARVIN framework.

[24] Howell, J and Jo Hall, September 2010, 'Evaluation of AusAID's engagement with Civil Society in Vanuatu' AusAID Office of Development Effectiveness; Howell, J and Jo Hall, June 2010, Working paper. 'Good Practice Donor Engagement with Civil Society', AusAID Office of Development Effectiveness; Howell, J. January 2011, 'Analysis of five case studies of AusAID engagements with Civil Society in Vanuatu, Papua New Guinea and the Philippines', AusAID, Office of Development Effectiveness

To a large extent demand for improved governance and social services was generated locally. In the case of the VKGP through a collaborative research relationship between the UQ the MNCC; in the churches through visits to the PNG Church Partnership Program and discussions with church leaders on their service delivery plans, strengths and weaknesses; and the VBY through expressed government and staff needs to address governance and social services as well as the serious deterioration of technical, programmatic, management and financial capacity of Radio Vanuatu.

The programs include different actors with differing capacities and responsibilities, in different power relations to the state and to one another. Together they provide considerable synergies and confirm that 'partnerships between the state, the churches, chiefs and NGO's may be the most effective approach'.[25]

2.2 Program approach

The programs reviewed incorporate government priorities including good governance, conflict resolution, improved and extended health and educational services and social inclusion. Two of the three churches with large health and education programs have MOUs with the relevant government departments and the media program's support for government priorities is outlined in the VBTC strategy.[26] The chiefs' program aligns with the GOV priority to 'improve understanding of kastom governance' and 'to increase community engagement in good governance' as outlined in GOV's revised 'Priority Action Plan 2011-2015'.

All illustrate the benefit of thorough situational analyses. The VCPP provides a valuable model. Each church undertook its own situational analysis including mapping their structures, reach, key activities, strengths and weakness. This is a valuable baseline document and an important foundation for program design. The VCPP is, in effect, a series of eight different projects[27] each with its own budget, and engaged in activities that best suit its particular expertise and interests. While management seems overly complex, it allows consideration of the different size and capacities of the churches involved, their value systems and the different activities they engage in. Importantly, the design encourages, and has already achieved, close partnerships between the churches and has led to joint collaborative activities which are strengthening impact, reach and synergies and preventing duplication.

The VKGP illustrates an innovative approach to an area where AusAID had limited experience and where the role and legitimacy of kastom chiefs was not understood. A pilot project and UQ's in-depth research were given impetus by the 2007 Drivers of Change report. Facilitated workshops/discussions (storians) have supported informed, culturally appropriate dialogue on governance and development issues with government personnel, chiefs, church leaders, women and young people that would have been impossible without a thorough understanding of

---

[25] AusAID ,2008, *Drivers of Change* p.62
[26] Bildim Fiutja Blong Yumi', Vanuatu Broadcasting and Television Corporation Strategic Plan 2010-2015, VBTC, 2010.
[27] The Anglican, Assemblies of God, Apostolic, Church of Christ, Presbyterian and Seventh Day Adventist churches, the Vanuatu Christian Council and the Program Secretariat supported by five ANGOs: Act for Peace (National Council of Churches Australia), Anglican Board of Mission, Baptist World Aid, Adventist Development and Relief Agency and Uniting World.

the context. The elicitive approach used by storian facilitators provides valuable information on the roles and power relationships that drive kastom governance and how best kastom chiefs can work with national and provincial governments to reduce conflict, improve governance and encourage inclusive development.

For AusAID, the methods used in the VKGP, the information elicited, and the skills developed, have direct relevance for current land, conflict resolution and urban problems and in particular to the AusAID-funded programs Mama Graon Land Program and Stretem Rod Blong Jastis.

The VBY approach was based on the professional capacity of the ABC, its long-standing relationship with the VBTC and extensive reviews of transmission coverage, equipment, programming, staff skills, management structures, relationships, in-depth interviews with staff and an 'Organisational Climate Survey', which included the VBTC staff opinions of the organisation's strengths and weaknesses. The twinning arrangement was appropriate to the status of the VBTC as a government business enterprise and allowed the ABC to maintain control of the program budget. The impact on staff professionalism, transmission coverage and programming quality has been impressive but hampered by an established culture of blatant and on-going administrative and financial mismanagement among VBTC leadership

While the value of longer term programs and program cycles is now widely accepted[28] the three programs have short contracts and uncertain funding. In a program as administratively complex as the VCPP a three year program with no inception phase was inappropriate. The uncertainty of longer-term continuity has limited church willingness to commit to larger, more ambitious activities although increasingly the churches are overcoming this through close collaboration. The VKGP has been negatively affected by on-going funding uncertainty including 12 months without funding and for the last three years the VBY has been funded through one and two-year extensions as the ABC and AusAID attempted to negotiate improved senior management.

2.3 Program partnerships

All three programs illustrate the importance of building on existing known and trusted partnerships using established administrative structures. The Vanuatu-Australian church partnerships began early 20th century and are based on familiarity, trust and shared values and have been vital to the success of the program. The three larger churches have for many years provided extensive health, education and rural training services with administrative structures in place to manage these. The VBTC has had a strong supportive relationship with the ABC for nearly 20 years and the ABC worked within the VBTC structure.

The chiefs' program was based on a respected three year informal partnership between ACPACS (UQ) and the Malvatumauri with a new unit established within the Malvatumauri to administer the 14 in-country staff, program activities, finances, monitoring and reporting. While the unit is officially answerable to the Malvatumauri CEO it acts independently with the ni-Vanuatu program coordinator responsible for managing in-country activities, budget, staff

---

[28] See J. Howell and J Hall, September 2010, 'Evaluation of AusAID's engagement with Civil Society in Vanuatu', AusAID Office of Development Effectiveness, p5.

appointments and salaries. The budget and salary scales are independent of the Ministry of Justice and Community Services to which the MNCC answers. The situation exemplifies most of the known problems resulting from establishing new structures. Although the unit has been very effective in managing the facilitators and arranging storians there has been tension and periodic lack of collaboration between the Malvatumauri executive and the Vanuatu VKGP program coordinator, including lack of due process in staffing appointments, lack of financial transparency and salaries much higher than those paid by government, reducing the likelihood of sustainability. None of these risks were adequately planned for although they were included in the 2007 review. None have been addressed.

2.4. Sectoral and organisational linkages

As other reviews show and Drivers of Change suggests, economies of scale and synergies can be achieved when civil society works closely with government and other non government organisations on priority sectoral issues.[29] While the programs reviewed are closely aligned to government priorities, close working relationships with government are not characteristic with the exception of the VBY. Rather than formal partnerships with government the pattern is one of cross-cutting individual networks based on personal affiliations. While there are strengths in working through personal connections and strong, charismatic individuals who champion change, in a small society these can have both positive and negative impacts as evidenced by the VKGP.

Interaction with other AusAID programs: There is very limited interaction between the three programs or with other AusAID-supported civil society or bilateral programs. Existing interaction is largely through individuals and individual contacts. Efforts at collaboration between the VKGP, and AusAID's new Mama Graon Land Program, Jastis Blong Evriwan and the Stretem Rod Blong Jastis programs have been limited although there are considerable overlaps and very obvious benefits. Within AusAID, regular sectoral discussions between the program managers responsible for civil society and bilateral programs would provide valuable information sharing.

Linkages with government: Two of the larger churches[30] have formal working relationships with the Departments of Health and Education with MOUs covering some of their activities. However, there remains the perception within government that they are not adequately informed of civil society activities or funding and there is some jealousy about AusAID funding the churches.[31] It is noted that the GOV's 2011 revision of their 'Priorities and Action Agenda 2006-2015', includes 'government working closely with churches and other NGOs on improving educational services.' [32] Churches are now sharing their education and health plans with one another and in some cases jointly undertaking community health worker and teacher training. In both the churches and media programs collaboration with government has been written into the PDDs by including government personnel and heads of civil society organisations as members of

---

[29] See Cox, M. and H. Alatoa et.al 2007,'The Unfinished State: Drivers of change in Vanuatu', AusAID, Canberra; Howell, J and J.Hall, 2010, 'Evaluation of AusAID's engagement with Civil Society in Vanuatu', AusAID, Canberra.
[30] Presbyterian, Seventh Day Adventist and Anglican
[31] A review of annual education funding through the VCPP amounted to less than $100,000.
[32] Op.cit p.19

Program Management Groups (VCPP and VBY), Partnership Groups (VCPP) and planning meetings. Although regularly invited to attend meetings, government representation is very limited with the exception of the Department of Women's Affairs. Representatives of the Prime Minister's Office and Department of Finance usually attend the VBY meetings. Civil society representation is regularly provided by Wan Smol Bag Theatre.

The chiefs' program has resulted in close informal working relationships between the MNCC, three Island Council of Chiefs and the Vanuatu Police Force and Correctional Services. The chiefs are regularly called by the VPF and some Provincial Councils to settle disputes, resolve serious conflict over land and take responsibility for probation and parole for young offenders. At provincial and island levels the relationships between chiefs, churches and provincial governments are strong, most particularly in conflict resolution and land issues.

As a government business enterprise, VBTC is closely linked to the Prime Minister's Department. VBTC's Executive Board comprises members of parliament and government ministers. This association has been unable to address financial accountability and senior management issues.

Linkages with other civil society organisations: With the exception of the VCC, the linkages between civil society organisations are weak. If civil society is to reach its promising potential linkages need strengthening giving recognition to how context and personal affiliations influence collaboration. For example, the reasons given for limited links between VKGP and the University of the South Pacific and the Vanuatu Cultural Centre are personal animosity based on island, clan and political affiliations. The VCC has attempted to establish a formal relationship with the MNCC without success – one of the reasons given is the leaders of each organisation are from different islands, attend different churches, one is Anglophone and the other Francophone. In Vanuatu these differences have important implications highlighting the need for civil society programs and their implementation to be based on a very clear understanding of the way cultural context and personal power relationships play out in governance.

 The churches, individually and through the VCC's women's and youth desks, maintain working relationships with both government and civil society organisations in women's affairs, youth, environment, disaster preparedness and child protection. While in the VKGP formal organisational links are poor, individual VKGP staff members have close informal working relationships with women's, youth, and church organisations.

Other linkages: VKGP storians have effectively brought together the two major sources of power and authority in rural areas, the church and the chiefs, to discuss issues of community governance and well being. In collaboration with Save the Children two of the VCPP churches are supporting Community Health Worker Training and the youth desk at the VCC has established ecumenical youth programs and inter-church youth fellowships in six provinces in collaboration with provincial municipal councils.

2.5 Appropriate scale

All programs are small scale with very modest budgets. This is appropriate to need, the size of the population and what could be effectively implemented given existing capacity. The small scale of the VKGP was appropriate given its innovative nature and uncertainty of outcomes. It operates on six islands only and within limited areas. The VCPP was an ambitious adaptation of the PNG churches program and incorporated the lessons learned from the PNG experience. Given its rapid progress and the widespread need for services, the VCPP program now needs to be scaled up so it can manage the 160 additional rural schools which government handed back to the churches late 2011. The relatively small scale of the VBY program was appropriate given that it focused on providing training, mentoring, advice and adapting and making better use of existing equipment taking into consideration the contributions of other donors.

2.6 Promotion of social inclusion and gender equality

Gender equality is an AusAID priority and the three programs illustrate innovative and valuable ways for promoting inclusion and gender equality in situations where both are fraught with tension. The VCPP and VKGP use both formal and informal networks to encourage the inclusion of women, young people, and those with limited education in activities which involve dialogue and decision making. Individual women facilitators in the VKGP program and individual church women have established extensive networks which support gender equality and promote an end to violence against women. Church-based groups and the VKGP storians have developed techniques for including kastom chiefs, women, church leaders and young people in group discussions which traditionally included only men. Knowledge of traditional respect for women is resulting in slowly changing perspectives of women's roles. The talkback sessions on Radio Vanuatu provide opportunities for national inclusion in dialogue on gender, governance and development issues. Together the programs support the work of government and other civil society organisations which address gender equality and domestic violence but progress is slow and rape remains the major cause of prison sentences.

Given AusAID's innovative work in incorporating disability into development, their groundbreaking strategy '*Development for All*'[33] and the inclusion of disability in the recent strategic goals[34] AusAID Vanuatu needs to consider incorporating disability into future program action plans - 'AusAID's work in disability is the world's best practice about something that advances the poorest people in the world'.[35]

3.0 Pathways to development: outcomes and issues

AusAID's engagement with civil society has had significant outcomes in the six pathways to development. Outcomes include improved and expanded service delivery, improved organisational governance within the churches; improved conflict resolution in urban and rural situations and improved social order and security in some urban and peri-urban settlements. All

---

[33] AusAID, 2011, *Development for All: Towards a disability inclusive Australian aid program strategy'*.
[34] AusAID, 2012, *Australia's Comprehensive Aid Policy Framework to 2015-16* p.7
[35] See Bob McMullan, in *Development Bulletin* No. 74, June 2011 p.1.

programs reviewed have provided urban and rural citizens[36] involved in the programs with opportunities to engage in dialogue on key development and governance issues. The extent to which these outcomes will lead to an effective, democratic state operating on good governance principles is unclear at this early stage.

3.1 Better services

AusAID support for civil society has enabled a more extensive and inclusive provision of services in rural areas. Church personnel, embedded in local communities, are able to respond to community needs and are in regular contact with church headquarters. The VCPP, through on-going mentoring from their Australian partners has improved church management of health and educational services and their overall planning, monitoring, reporting and financial management.[37] The reviews show practical improvements in the quality and coverage of health and education services and observed outcomes include improved teacher assessment, more effective classroom teaching methods, more efficient school management, an increase in trained community health workers, and village women using basic first aid resources appropriately. Observed outputs include literacy training for women, training programs for early childhood development, training in literacy teaching in the vernacular and a review of the curriculum for community health worker training undertaken by the Presbyterian and SDA churches in collaboration with Save the Children. Workshops on sexuality and HIV/AIDS for church leaders and youth groups were reviewed and radio programs on the Apostolic Church income-generating activities discussed with Radio Vanuatu program and talkback personnel. The Apostolic Church, in collaboration with the Department of Agriculture, is providing training for Tanna farmers in managing and marketing sandalwood and improved varieties of root crops.

The VCPP has initiated a number of physical improvements to schools, communities and health facilities through provision of water tanks, renovations and additions to buildings.

Since the start of the VBY program Radio Vanuatu has dramatically expanded the quality and reach of radio transmission and now supports the fundamental purpose of Australian aid in four of its five strategic goals 'saving lives, promoting opportunities for all, effective governance and humanitarian and disaster responses[38]. Radio Vanuatu fulfils a critical role in humanitarian and disaster responses by providing national coverage of important tsunami and cyclone information and updates. It takes live news and current affairs coverage from two provinces and is used widely by non-state organisations including the Vanuatu Women's Centre, Wan Smolbag, the VCC and the VKGP in particular for their youth and women's programs. Radio is now used widely to provide communities with information on health, education, agricultural and governance issues. Three daily talkback sessions on social, political and economic issues, together with the widespread availability of mobile phones, has allowed national dialogue on

---

[36] The number of citizens who have been in contact with either or all of the programs varies. The VKGP works only on six islands and church-led workshops on good governance and training and support for improved service delivery has only been in operation for 12 months.

[37] All church financial officers have been trained in and are now using MYOB for financial reporting.

[38] *An effective aid program for Australia: Making a real different-Delivering real results*, Commonwealth of Australia, 2011.p4.

these issues and the opportunity for individual inclusion in national affairs unknown in the recent past.

The VKGP, through community development storians is beginning to see some limited progress on community-based development activities which in time could support the provision of better services.

3.2 Less conflict

A peaceful community free of conflict and violence is recognised as an important foundation for improved livelihoods and living conditions. AusAID support for civil society has strengthened the capacity of civil society organisations and individuals to play a vital role in reducing conflict. Initial research undertaken by the UQ indicated demand for reduced conflict, most particularly over land issues, and the need for better understanding of the legal role of kastom chiefs in conflict resolution The churches and the chiefs programs have both strengthened demand for peaceful resolutions to conflict– the churches through their Christian teaching and advice and the chiefs through kastom conflict resolution mechanisms. The churches address violence and violence against women through sermons, church women's and youth groups, workshops and their "Say No to Violence" campaigns in collaboration with other church groups.

The storians and associated national forums undertaken by the VKGP have improved knowledge of the traditional role of chiefs in conflict resolution and their legal roles as outlined in the Vanuatu Constitution and Chief's Act No.23 of 2006. The program has led to greater acceptance of the role of the kastom chiefs and to their close working partnership with the Vanuatu Police Force and Correctional Services at both national and provincial levels. Other AusAID-funded programs, including the Vanuatu Transport Sector Support program, are now using the chiefs to settle disputes over road building, road maintenance and access to building sites.

The youth programs of the VKGP and churches address the situation of urban youth living in settlements and explore innovative ways to keep them out of trouble with the law.

Radio Vanuatu through its talkback sessions and programs on women, youth and human rights is providing better understanding of social and economic change and conflict prevention. In the weeks before the October 2011 Sanma provincial elections the Provincial Secretary broadcast a series of messages and participated in a talkback session about elections and individual electoral rights which he reported resulted in election calm rather than the usual violence and tension.

3.3 More connected communities

AusAID's identification of strong, trusted civil society organisations which work in both rural and urban communities has been an important factor in supporting greater connections within and between communities. By working directly with communities the VCPP and VKGP are contributing to improved community connections and greater inclusion. Shared VKGP storians and VCPP training workshops have created trust and cohesion and by bringing together

representatives of different churches to plan and monitor program activities, the VCPP has been directly responsible for changing a situation of distrust, competition and sometimes dislike between church groups to one of trust, friendship, and collaboration in joint community-based activities.

The VKGP storians have provided the first opportunity for many participants to openly discuss important issues on an equal basis with chiefs, church leaders, other men, women and young people. This had initial difficulties but is changing the way people perceive one another. Trust and collaboration has been built between chiefs, police, and provincial governments and where the Island Councils of Chiefs function, there is now an island-wide connection between chiefs. These connections have been supported by Radio Vanuatu through providing information and dialogue on key events at national and island levels.

The VKGP National Women in Kastom Forum provides an example of creating connections between different individuals and organisations. Those involved in its organisation included the VKGP, the Vanuatu Women's Centre, the Department of Women's Affairs, the Vanuatu Christian Council and a consortium of Church Women's Groups.

3.4 Greater social inclusion

As discussed in 2.6 social inclusion is difficult in a country based on patriarchal kastom leadership and where most rural populations have limited access to good education, employment or health care and limited knowledge of democratic processes. The churches who provide the bulk of education and health services in rural areas support equal inclusion of girls and boys. Radio Vanuatu is providing information in a way that cuts across social and economic barriers and allows those with mobile phones[39] to engage in dialogue on these issues. The VBY program has put gender inclusion into practice. Of six key middle managers, four are young women and there are two gender-based programs weekly. VKGP storians and VCPP workshops encourage greater social inclusion by including chiefs, church pastors, women and young people. As mentioned earlier, inclusion in these programs does not yet cover those with disability.

3.5 More informed and active citizens

Access to information that supports informed decisions is an increasingly critical factor in improving governance and the daily lives of ni-Vanuatu. The AusAID-supported civil society programs support more knowledgeable citizens through the VKGP storians and the work of the ni-Vanuatu facilitators encouraging discussion on a wide range of human rights and other development issues. The VBY program, through greatly improved programming and reach of Radio Vanuatu now provides almost nation-wide access to information in various formats, including news, current affairs, drama, interviews, documentaries and talkback on key health, education, environmental, legal, agricultural, governance and disaster preparedness.

All programs are providing information on similar themes but in different formats, through different channels. This allows important synergies which could perhaps be improved with

---

[39] Access to mobile phones is very widespread including in rural areas on outer islands. 102% of Vanuatu's population has a mobile phone – or more than one per person. It is unknown what percentage of them is working.

closer collaboration. It is important that the information provided is not contradictory, and that the different approaches strengthen knowledge rather than cause confusion.

No studies have been undertaken into the level of community knowledge of governance, human rights, health and educational information. However community outcomes resulting from civil society programs could in some cases be considered evidence of increased knowledge and motivation. Some observed outcomes of informed and active citizens have been construction of community market houses, extensions to health facilities, gardens of improved root crops and sandalwood trees, renovated and extended health centres and schools and community plans to install community clean water systems.

3.6 More effective, accountable and transparent government

The AusAID civil society programs have provided some of the groundwork necessary for achieving demand for more accountable government. It is an important first step. The churches now practice effective and accountable management with a high degree of transparency between partners. The strengthened VCC has organised campaigns and demonstrations on lack of government transparency, most recently in regard to government's refusal to provide public information on the proposed accession to the World Trade Organisation. The VCC has also engaged with government on the need for improved governance through the VCC National Policy Summit held in October 2011.

Training and mentoring in accountability and transparency within two of the programs have met with varying success. The VKGP storians have addressed good governance issues, community livelihoods and conflict prevention and resolution but have had limited impact on improving the governance of the MNCC unit or the relationship between the MNCC and the VKGP ni-Vanuatu program coordinator. The VBTC senior management remain immune to attempts to encourage good governance within the organisation.

While AusAID-supported civil society programs have had a positive impact on the key pathways to development and resulted in greater knowledge and practice of governance and inclusion among some sectors of society, the reviews found no discernible evidence of a more accountable, transparent or inclusive national government.

4.0 Summary assessment

4.1 Relevance

The three programs are highly relevant to the Vanuatu context and to the commitments of both governments to 'effective dialogue with partners using appropriate mechanisms for engaging domestic stakeholders, including business and civil society'[40] and 'further support to key governance institutions and civil society – such as chiefs, churches, non government and community-based organisations'.[41] All three are closely aligned to, and contribute to, the priorities outlined in the Australia-Vanuatu Partnership for Development by providing information and support to improvements in health, education, agriculture, gender equality, good

---

[40] Partnership for Development between the Government of Australia and the Government of Vanuatu, 2009, Item 6.2 (no page numbers).
[41] 'Australia-Vanuatu Joint Development Cooperation Strategy', 2005-2010:7

governance and disaster preparedness. Their objectives and activities provide strong support for Australia's commitment to build demand for better governance. The programs reflect the Australian Government's '*An Effective Aid Program for Australia*' which support engaging with and supporting civil society groups towards more inclusive and transparent decision-making and involvement by poor people.[42]

The core objectives of the three programs remain appropriate.

4.2 Analysis and learning
All programs are based on joint reflection, regular monitoring, and where appropriate, action learning. The VKGP provides an excellent example of action learning that has had direct impact on community members. It could be usefully incorporated into other programs. Information provided in the storians is based on intensive research and is used to encourage discussion on participants' experiences. All storians are evaluated by participants and the results used to improve future activities. A collection of 'most significant impact' case studies from VKGP participants has now been published.[43] VBY has regularly undertaken "organisational climate" staff surveys, and maintains a record of all those participating in talkback sessions including sex, island and opinions, a regular review of feedback on programmes and transmission coverage and breakdowns and reasons for them. The results are fed back into program activities.

4.3 Effectiveness
The objectives of the three programs are appropriate and clearly articulated but in future should consider including disability. All three have been effective in different ways in supporting Australia's objective of 'improving governance in developing countries to deliver services, improve security, and enhance justice and human rights for poor people, improve aid delivery partnerships and enhance disaster preparedness'. Together the programs address four of five AusAID goals[44] and six of ten development objectives[45] and are evidence that 'the role of NGOs in development, while different to that of government agencies, can be powerfully complementary' as suggested in the GOA's *Independent Review of Aid Effectiveness* (2010:205). Different aspects of program effectiveness are outlined in section 3.0.

The unintended impacts have been largely positive. They include lively inclusive dialogue and widespread inclusion in talkback radio programs; unexpected demand for the involvement of chiefs in conflict resolution; the inclusion of support for 'Kastom Governance' within the GOV's 2011 revision of the 'Priorities and Action Agenda'; the impact of a language and relationship matrix in providing a non confrontational way of addressing the role and status of women in kastom; collaboration between churches on joint activities with larger churches working together to help smaller churches participate in workshops and training sessions. The negative impacts

---

[42] *An Effective Aid program for Australia: Making a real difference – delivery real results*, Commonwealth of Australia, 2011:38.
[43] Garu, S. and A Brown et al, 2011, 'Kastom Governance is for Everyone', University of Queensland and the Malvatumauri Vanuatu National Council of Chiefs, Port Vila
[44] Op cit. p.4
[45] Op.cit.p.3

have been the unexpected GOV response to the VCC-led peaceful protest demanding information on the GOV proposal to sign the World Trade Agreement - the GOV banned further VCC protests and campaigns; and an element of jealousy with the Department of Education with regard to VCPP funding for schools. This was based on misinformation but highlights the need for joint civil society/government discussions on those issues of interest to both.

4.4 Efficiency
Overall, support for civil society represents good value for money. The churches program in particular has achieved useful outcomes and outputs for relatively limited financial input utilising a high degree of voluntary assistance, an extensive network of clergy, health and education facilities, well organised men's, women's and youth groups in addition to a very large network of personal contacts. Increased collaboration between churches is proving to be an efficient use of resources. Given the importance of in-depth knowledge of kastom governance regarding land and conflict resolution for three other AusAID programs, in particular Mama Graon and Stretem Rod Blong Jastis, VKGP is reasonable value for money. Program delivery is unnecessarily expensive with all 12 ni-Vanuatu facilitators and UQ facilitators attending all storians. Salary scales for the ni-Vanuatu program staff are much higher than for government employees or those on donor-funded contracts. More widespread dissemination of UQ research results would increase its value to Vanuatu.

The VBY is excellent value for money. In a country where transport and communication has been expensive, difficult, unreliable and slow, Radio Vanuatu is an efficient and inexpensive way of disseminating information to a large number of citizens and providing opportunities for dialogue. The VYB inputs and modes of delivery have been and remain, appropriate to meeting program objectives with the exception of improving governance and senior management of the VBTC. ABC management of the program has been efficient and effective.

4.5 Risk management
The effectiveness of risk management varies. Most risks to VBY have been managed well, but risks relating to governance, management and financial viability[46] downplay the likelihood, impact and level of risk and their serious impacts on the program. The risks associated with the churches program are managed well. Risks in the VKGP associated with lack of collaboration with other organisations, lack of contact between the program coordinator and the MVCC CEO, and human resource and financial problems have not been addressed although they were pointed out in 2007. Emerging risks are lack of collaboration with Mama Graon and Stretem Rod Blong Jastis and the likelihood of duplication of activities. The risk of poor financial management within the VKGP is not included in the risk management matrix and should be.

4.6 Monitoring and evaluation
All programs illustrate appropriate monitoring and evaluation based largely on action learning. While the VKGP includes evaluations of all workshops and storians and revision of activities based on results, the program failed to take action when problems with management and lack of

---

[46] As outlined in Phase 3 Annual plans

due process within the MNCC were first reported in 2007 suggesting inadequate oversight by AusAID and unclear messages from UQ.

4.7 Sustainability
This evaluation highlights the importance of on-going mentoring and a strong focus on the transfer of skills. It indicates that while programs may not be sustainable in the longer term, the skills learned are. The VKGP is a good example of the problems of sustainability when salaries and travel allowances paid to local program staff are very much higher than those of government or other donor-supported programs. Generous financial incentives and the poor administrative relationship with and within the MNCC suggest that the program is not financially or organisationally sustainable should AusAID funding stop. However, the skills that facilitators now have are transferrable to other AusAID-supported programs. It is noted that during the 12 month funding hiatus, program facilitators kept working without salary. The churches program is both financially and organisationally sustainable given the greatly enhanced capacity of the churches to efficiently manage development activities, to write funding proposals, and to monitor and provide financial accounting that meet donor requirements. The skills transferred to Radio Vanuatu staff will be retained but the negative impact of senior management will seriously impact on sustainability as trained staff seek other employment should ABC involvement end. While their skills would remain in Vanuatu, without ABC organisational oversight and staff mentoring, the future of Radio Vanuatu as a vital developmental tool looks bleak.

4.7 Gender equality and cross cutting issues
Gender issues and inclusion issues have been dealt with in section 2.6. The VCPP churches have attended workshops on child protection and in collaboration with Save the Children are including it in their activities. Two churches have developed child protection strategies. The churches and VBY are involved in environmental and disaster preparedness activities. As mentioned in section 2.6, disability is one of AusAID's cross cutting issues. It has not been included in any of the three programs.

5.0 Lessons learned
The key lesson learned from the civil society programs in Vanuatu are:
- Engaging with civil society is effective, efficient, good value for money and includes marginalised and poor communities that are not reached by government.
- AusAID Vanuatu adaptation of its bilateral program to incorporate the recommendations of *Drivers of Change* has added value to the overall program.
- Tailoring civil society partnerships to priority needs and the specific context, including language, culture, location, social status, levels of inclusion have supported effectiveness.
- Partnerships which include AusAID are effective but require on-going AusAID input and a clear understanding of AusAID involvement.
- Civil society partnerships are demanding of AusAID staff time. In Vanuatu, additional staff are urgently needed to effectively manage civil society partnerships and to manage their relationship to bilateral programs.

- Longer-term programs and inception phases allow civil society partnerships to be properly embedded and partnership relationships to be effectively and efficiently established.
- Close attention to appropriate communication which considers access to information, the relative strengths of formal and informal communication networks, the relative effectiveness of different media for different subject matter and different audiences is vital. Reinforcement of messages through different communication channels is particularly effective.
- Selecting partners who are considered legitimate and with authority strengthens impact.
- Being aware of the possibility of jealousies and finding way to address them provides a more effective working relationship.
- The examples provided indicate that working with known and trusted partners and within existing structures are effective, support sustainability and reduce the likelihood of governance problems.

6.0 Achievements and challenges
6.1 Achievements
1. AusAID's engagement with civil society in Vanuatu has been timely, strategic and innovative and is resulting in improved service delivery, better informed citizens, improved conflict resolution, greater dialogue and connections within and between communities and between urban and rural organisations and communities. The programs have allowed almost nation-wide access to information and support for good governance and development priorities. The three programs are evidence of AusAID's positive response to the recommendations of the Drivers of Change analysis for better and more effective civil society engagement.
2. The three programs are highly relevant to the Vanuatu context and to the commitments of both governments to 'effective dialogue with partners using appropriate mechanisms for engaging domestic stakeholders, including business and civil society'[47] and 'further support to key governance institutions and civil society – such as chiefs, churches, non government and community- based organisations'.[48] The programs align closely with the GOV focus on good governance, gender[49] law, justice and kastom[50] and the GOA's five strategic goals for the aid program.[51]
3. AusAID support for the chiefs, churches and media recognises and strengthens the country's only three organisations with potential for national reach and national opportunities for social inclusion.

---

[47] Partnership for Development between the Government of Australia and the Government of Vanuatu, 2009, Item 6.2.
[48] 'Australia-Vanuatu Joint Development Cooperation Strategy' 2005-2010:7
[49] See GOV, 'Priorities and Action Agenda, 2011 Update: Re-committing to reform to achieve an educated, healthy and wealthy Vanuatu', October 2011 pp5, 11-13.
[50] GOV, 'Vanuatu Law and Justice Sector Strategy and Action Plan 2009-2014' (see Pillars of Law, Justice and Social Welfare - no page numbers) and the GOV 2011 Update of the Priorities and Action Agenda 2006-2015 ' Re-committing to reform to achieve an educated, healthy and wealthy Vanuatu' pps 11, 19 and 38.
[51] Saving lives, Promoting opportunities for all, sustainable economic development, effective governance and humanitarian and disaster response 'AusAID 2012, *Budget: Australia's International Development Assistance Program 2012-13'* p.10

4. AusAID's selection of organisations with recognised legitimacy and authority adds value to program activities and information.
5. Providing knowledge of, and support for good governance through three different organisations and communication channels is a powerful development strategy reinforcing information and encouraging action. This dynamic combination needs to be given greater consideration in other AusAID programs as discrete programs have limited impact. Care needs to be taken to ensure that information is consistent across programs.
6. The programs exhibit good international donor practice through providing thorough program-specific situational analyses involving major partners; appropriate modalities; building on existing structures, strengths and partnerships; working with known and respected organisations; and involving partners in program development and planning.
7. In the communities they have reached, the programs together have achieved increased knowledge, and in some cases practice, of good governance, improved conflict resolution, greater inclusion, better social services, greater knowledge and acceptance of the legal authority of the kastom chiefs and in some cases better informed and engaged citizens.
8. For AusAID, the investment in civil society has provided excellent value with returns that should multiply with time.

6.2 Key challenges
9. A perceived lack of AusAID commitment to long-term engagement in the three programs has led to uncertainties. Continuity of the churches program three-year contract is causing anxiety among church partners; VBY has had two short-term extensions; and the chiefs' program, 12 months without funding. AusAID's longer-term intentions should be made clear.
10. There is no evidence of in-depth and on-going cross-program collaboration within AusAID.
11. AusAID is an integral partner in two of the programs reviewed but the post is seriously understaffed and not always able to provide the support, or conduct the kind of due diligence and oversight sometimes needed for partnering with civil society. Within the churches program there is misunderstanding about what constitutes a 'partnership' and unrealistic expectations of AusAID involvement and support. Partnership responsibilities need to be clarified and program staff at the post increased.
12. Collaboration and information- sharing needs to occur within AusAID between program officers on bilateral sectoral programs and officers responsible for civil society programs with similar sectoral interests. Currently there appear to be no mechanisms within AusAID to ensure regular collaboration and information sharing and no indication that bilateral programs know of, or accommodate, those for civil society. Opportunities for important synergies are being lost.
13. The relationships between the civil society programs and relevant government departments together with lack of government capacity to fulfil its agreed obligations seriously limit the opportunities for coalitions of interest and expanded program benefits. Government inaction in addressing chronic financial and human resource mismanagement have negatively influenced outcomes in VBTC and lack of staff and

administrative capacity in the MNCC are reflected in poor management and inadequate financial accountability in the VKGP.

14. In all programs, attention is given to gender issues and women are represented to varying degrees in activities and staffing, but gender equality and inclusion are misunderstood and/or subject to tensions and disagreement. There is no adequate translation of the word gender. None of the programs address disability although it is part of the GOA strategic goal promoting opportunities for all.[52]

15. All programs lack a planned strategy for communication and advocacy for good governance, gender equality, and key developmental change. The Mama Graon Land Program provides an example of incorporating 'awareness and advocacy, to inform debate and galvanise political will'.[53]

7.0 Conclusions, recommendations and suggestions for a civil society strategy

The three sets of indicators used in this cluster evaluation - best donor practice, pathways to development and AusAID's performance criteria - confirm that AusAID's engagement with civil society has been timely, effective and good value. Together, the programs have provided outcomes that have relevance to, and support for, AusAID's bilateral program – in particular Mama Graon and Stretem Rod Blong Jastis and the AusAID supported World Bank program, Jastis Blong Evriwan. Given the potential national reach of the programs selected and their emphasis on communication, they were an excellent and synergistic choice.

The analysis suggests that civil society programs have an integral place within the AusAID/Vanuatu bilateral program. Given the current Vanuatu context, only by incorporating civil society into the aid program can the possibility of national inclusion in basic service delivery, and progress towards the millennium development goals, be achieved.

7.1 Recommendations

It is recommended that:

- AusAID's future programming include further engagement with civil society ensuring that the post has adequate staff to provide the support needed to partners and to manage on-going collaboration between different civil society programs and between civil society and government.
- AusAID Vanuatu develop a detailed strategy for future engagement with civil society to guide future bilateral programming. It should incorporate the focus outlined in the Australia -Vanuatu Joint Development Cooperation Strategy 2005-2010 (pp.7-10) and the lessons learned from this review.

7.2 Suggestions for a civil society strategy:

The following suggestions for an AusAID Vanuatu civil society strategy may have relevance for broader AusAID approaches to civil society. It is suggested the strategy include:

- A statement of purpose for supporting civil society.

---

[52]5252 AusAID, 2012, *'Helping the World's Poor through Effective Aid: Australian Comprehensive Aid Policy Framework to 2015-16'* p. 7

[53] Vanuatu Land Program Design Document, 12 February, 2009, p.ii

- Consideration of the whole development program and mechanisms for regular discussion between civil society and bilateral program managers and government.
- Recognition of the additional AusAID staff time needed to engage in civil society programs particularly where AusAID is a program partner. Establishment of rules of engagement for partners.
- An outline for oversight of mechanisms for civil society and government organisations working in the same sector.
- Selection of respected, well established Vanuatu partners with dedicated staff, the capacity to expand and/or complement existing government activities and/or with potential to reach into urban, peri-urban and rural households.
- Selection of Australian partners who are known to potential Vanuatu partner(s), have similar values, knowledge of ni-Vanuatu culture, social and political structures and in-depth knowledge of the sector in question.
- Joint development of situational analyses and program designs among key stakeholders, including input from AusAID managers of other relevant programs – bilateral or civil society.
- Inclusion of an outline of monitoring and evaluation methods for civil society programs which have flexible objectives and activities.
- Establishment of an agreed definition of good governance - what this means and what it may mean to different sectors of society.
- Longer, more realistic partnership agreements and funding cycles and provision of an inception phase in innovative, 'risky', programs.
- Incorporation of an advocacy and communication strategy that includes different communication formats and channels, with mechanisms for ensuring that information on specific sectors is standardised across all programs.
- Support for joint activities with other government or non government organisations with similar aims. For example, the kastom governance program ran a Women in Kastom national forum organised by women representing five different women's organisations including the Vanuatu Women's Centre, the Department of Women's Affairs, and church women's groups. Inclusive responsibility is a powerful strategy.
- Inclusion of mechanisms for regular monitoring of good governance principles and financial accountability within program management.
- Recognition of the value of civil society's wide and active network of informal and personal affiliations and its role in driving positive change.

Appendix A : Terms of Reference

Purpose

1. Undertake individual Mid-Term Reviews for the Kastom Governance Partnership, Churches Program Partnership and the Vois Blong Yumi media strengthening program.
2. Contribute to a Drivers of Change[54] reflection on AusAIDs bilateral programs in Vanuatu, particularly in relation to civil society[55]:
   a. Articulating the rationale for ongoing engagement with civil society and media within the Vanuatu-Australia Partnership for Development.

Background

Australia currently directs approximately 10% of the Vanuatu bilateral program towards initiatives involving civil society. In addition, AusAID's regional programs provide funding across a range of civil society organisations. Australia's support to media, community partnerships, leadership and the land sector in Vanuatu do not feature as explicit priorities in the Partnership for Development, although, as the major donor in Vanuatu, these activities are an important element of a more conscious effort to engage with, and support, organisations outside government who play a critical role in development.

With three mid-term reviews due for three major civil society partnerships: the Kastom Governance Partnership ($2.7 million from 2009-2013), the Churches Program Partnership ($4 million from 2009-2012) and the Vois Blong Yumi media strengthening program (Phase 3 is $2.3 million 2009-2012) in Vanuatu, a cluster evaluation will enable better sharing of lessons learned and cohesion between programs that engage civil society

AusAID's *Guidance on Monitoring and Evaluation for Civil Society Programs* requires that any analysis of civil society programs be situated within the broader context of change and power (including gender relations). In 2007, AusAID commissioned a Drivers of Change study of Vanuatu, the first of its kind for the agency. 'Drivers of Change' is a tool of political economy analysis devised by the UK development agency, DFiD, to assist donors in assessing the prospects for and constraints on development in particular political systems. The 2007 report identified opportunities for AusAID to strategically support non-state actors to 'build demand for better governance' and strengthen their capacity to participate in political processes and engage in policy dialogue. The report also identified issues where coalitions for change are most likely to emerge, such as land, with strong interest across the political sphere and civil society. Since 2007, AusAID has established and expanded a number of partnerships with churches, chiefs and the media, and also works across government and civil society on a national land program.

The Office of Development Effectiveness's 2010 *Evaluation of AusAID's Engagement with Civil Society in Vanuatu* noted that while "AusAID's engagement with civil society is relevant to the social and political context of Vanuatu … extending the reach of this engagement to other sectors and geography will be the next challenge for the program." Furthermore, "There is a need for AusAID in Vanuatu to articulate

---

[54] In 2007, a Drivers of Change analysis of Vanuatu was conducted that assessed the prospects for and constraints on development within Vanuatu's social, economic, cultural and political systems (?). It is planned to undertake a follow-up Drivers of Change analysis in late 2011; information gained through these mid-term reviews will be considered as part of that analysis.
[55] In this context, civil society includes a range of players including community organisations, religious organisations, cultural governance structure, development NGOs and the media.

its strategy with civil society as a tool for guiding program decisions, measuring progress and communication across the whole aid program and among whole-of-government partners."
AusAID is now seeking a monitoring and evaluation expert to undertake three mid-term reviews of the Kastom Governance Partnership, Churches Program Partnership and the Vois Blong Yumi media strengthening program in Vanuatu. This cluster evaluation will be used to inform a broader Drivers of Change reflection of Australia's bilateral aid program and contribute to articulating a the rationale for ongoing engagement with civil society and media within the Vanuatu-Australia Partnership for Development.

Scope of Services

The Consultant will:

1. Undertake individual Mid-Term Reviews for the Kastom Governance Partnership, Churches Program Partnership and the Vois Blong Yumi media strengthening program.

2. Contribute to a Drivers of Change reflection on AusAIDs bilateral programs in Vanuatu, particularly in relation to civil society:
    a. Articulating the rationale for ongoing engagement with civil society and media within the Vanuatu-Australia Partnership for Development

The Consultant will be a monitoring and evaluation expert, preferably with strong experience in civil society evaluations, with the following demonstrated skills and experience:
   - Monitoring and evaluation expertise;
   - Relevant technical expertise, particularly regarding political analysis;
   - Expertise in engagement with civil society
   - Local knowledge;
   - Consultative and participatory research methods;
   - Gender equality analysis skills; and
   - Appropriate analytical, research and report writing skills.
 The Consultant will produce individual mid-term reviews of the three identified programs, which will include a summary of common themes emerging from the partnerships.

Detailed Discussion of Services

The Consultant shall provide the following services:

a) Undertake individual Mid-Term Reviews for the Kastom Governance Partnership, Churches Program Partnership and the Vois Blong Yumi media strengthening program addressing key questions identified in Annexes A-C of these terms of reference as well as the following program performance criteria:
    1. **Relevance**
        i. Assess the extent to which the activity is aligned, is appropriate and contributes to the Vanuatu-Australia Partnership for Development;
        ii. Determine if the core objective of each program is still relevant, and whether the components to achieve this objective are still appropriate?

    2. **Analysis and Learning**

i. Assess the extent to which the activity design incorporates relevant and appropriate situational analysis and lessons from past experience to formulate desired objectives and approach;

ii. Where action research methodology has been applied, assess the extent of implementation and adoption of key findings within the program beneficiaries.

3. **Effectiveness**
    i. Assess the extent to which the objectives have been clearly articulated, are measurable and whether they are likely to be met;
    ii. Identify intended and unintended results of AusAID's engagement with civil society through each program;
    iii. Identify how each program links – or fails to link - with Australia's response to the review of aid effectiveness (2010).

4. **Efficiency**
    i. Assess the extent to which the activity partnerships provide value-for-money
    ii. Assess whether inputs in terms of funds, staff and other resources are appropriate for the activity objectives and delivery modes
    iii. Determine whether the risks to the activity progress and outcomes are appropriately managed by the design.

5. **Monitoring and Evaluation**
    i. Assess the extent to which the activity M&E framework is appropriate for collecting robust management information for implementation and decision-making, as well as evidence of effectiveness;
    ii. Consider whether the program management and monitoring arrangements remain appropriate for a program of this size, and provide recommendations where appropriate.

6. **Sustainability**
    i. Assess the extent to which the activity design identifies intended sustainable benefits, strategies for and constraints to achieving them;
    ii. Assess the appropriateness and effectiveness of the management and operational structure for each program;
    iii. Identify emerging risks which may impact on the sustainability of program outcomes after the completion of the program.

7. **Gender Equality**
    i. Assess the extent to which the activity integrates gender-sensitive practice in objective setting, implementation and risk management arrangements;
    ii. Assess the extent to which the activity will advance and improve gender equality, benefits, decision-making, women's rights and capacity development.

b) **Contribute to a Drivers of Change reflection on AusAIDs bilateral programs in Vanuatu, particularly in relation to civil society**[56]**:**
    1. Work with the Post-convened Drivers of Change team to share common themes emerging from the cluster evaluation of civil society in Vanuatu, to assist with articulating the rationale for ongoing engagement with civil society and media within the Vanuatu-Australia Partnership for Development

Monitoring Methodology

In undertaking the above, the Consultant is required to:

- Review the key documents and prepare a plan for the cluster evaluation, including identifying field visits in collaboration with the AusAID Program Manager.
- Draw on any additional information considered appropriate to contribute to the report.
- Undertake 1 to 3 in-country visits to conduct consultations in Vanuatu in October/November 2011 with key stakeholders (identified in the annexes, or as identified as relevant by the Team).
- Travel to 1-2 outer provinces will also be required as part of the in-country consultations, and field visits will be identified through discussion with the AusAID Program Manager
- Present an Aide Memoire to AusAID on x date in Port Vila.
- Prepare draft individual mid-term reviews to be submitted electronically to AusAID by x date.
- Prepare final individual mid-term reviews to be submitted electronically to AusAID by x date.
- Mid-Term reviews should each include 2-3 case studies and a Theory of Change model to illustrate the impact of the programs.

Outputs

The following Outputs are required:

- Output 1 – Aide Memoire in a structure agreed by AusAID on completion of each in-country mission as one signed hardcopy and one electronic copy in a format compatible with Microsoft Office 2003 (eg Word 2003);
- Output 2 – Individual mid-term reviews by x date as one signed hardcopy and one electronic copy in a format compatible with Microsoft Office 2003 (eg Word 2003).
- Output 3 – Executive Summary of main findings and recommendations across all mid-term reviews by x date as one signed hardcopy and one electronic copy in a format compatible with Microsoft Office 2003 (eg Word 2003).

Payments associated with Outputs will be on AusAID acceptance that the Output meets its requirements and is of a standard expected of a professional working in the sector.

Roles and Responsibilities

The **Monitoring and Evaluation Consultant** has the prime responsibility to plan, prepare and produce all outputs. The Consultant will work closely with the AusAID Evaluation Manager, Evaluation Assistant and relevant Program Manager to plan for and conduct field consultations and meet the expectations of the assignment. The Consultant is expected to manage the participation of partner representatives where appropriate. The Consultant is also required to work closely with the Drivers of Change Expert to contribute to discussions of AusAID's broader engagement with civil society in Vanuatu, and will assist with an articulation of rationale for ongoing engagement with civil society and media within the Vanuatu-Australia Partnership for Development.

The **AusAID Evaluation Manager** is required to support the Consultant in producing all the outputs, and contributing to the writing of the final report. This officer will be responsible for the management of an evaluation assistant and relevant Program Manager to support the review process, and will be responsible for the overall budget for the review. This officer will be the point of contact between the review consultant and the Post.

The **AusAID Program Manager** is required to support the Consultant in planning for and conducting field consultations, which may include participating in all interviews (translating where necessary) and

contributing to the writing of the final report. The Program Manager will provide additional support as appropriate under the direction of the Evaluation Manager.

The **Evaluation Assistant** will support the review team in arranging a program schedule for the in-country consultations, in consultation with AusAID Post, the Consultant prior to each review visit. The assistant will support the Evaluation Manager and Program Manager in drafting relevant contracts, organising review logistics and maintaining review records.

Duration
Reporting Requirements

The Consultant is required to provide an Aide Memoire to AusAID detailing initial findings from each in-country mission. The Aide Memoire will be provided prior to departing from Vanuatu. The Consultant has the primary responsibility to collect information, analyse and produce individual mid-term reviews as the final output of the consultancy. An executive summary for the cluster evaluation is to also be provided identifying common themes for civil society engagement that can contribute to the planned drivers of change analysis.
Individual mid-term reviews should be a maximum of 20 pages. Key contents are:
- An executive summary;
- Background on AusAID's support for civil society and the specific program in Vanuatu;
- An outline of the review objectives and methods;
- Findings against the research questions; and
- Conclusions and recommendations.
- Annexes/Case Studies as appropriate

The draft reports are to be received by AusAID in electronic format by x date. The final versions are to be received by AusAID in electronic format by x date. The reports should be emailed to Counsellor, AusAID Port Vila.

Key documents

- AusAID *Guidance on Monitoring and Evaluation for Civil Society Programs*
- Vanuatu-Australia Partnership for Development
- *The Unfinished State: Drivers of Change in Vanuatu 2007* analysis
- *ODE Evaluation of AusAID's Engagement with Civil Society in Vanuatu September 2010*
- The Vanuatu Government's *Priorities and Action Agenda 2006-2012* and the *Planning Long Acting Short 2009-2011* policy documents.
- Key program documents detailed in the annexes to these terms of reference
- Other documents as deemed relevant by AusAID and the Team.

Next Steps

The mid-term reviews will be assessed as per AusAID's quality and performance processes and will be used to inform future program support. They will also be used to inform a broader Drivers of Change analysis of AusAID's bilateral programs in Vanuatu.

Appendix B: References

AusAID and Government of Vanuatu, 2005, 'Australia-Vanuatu Joint Development Cooperation Strategy 2005-2010', Port Vila

AusAID, 2007, PNG Church Partnership Program MTR Report, Port Moresby

AusAID June 2008, 'Vanuatu Churches Partnership Program Baseline Report', Port Vila

AusAID, May 2009,'Partnership for Development between the Government of Australia and the Government of Vanuatu', Port Vila.

AusAID, 2009 Mama Graon, Vanuatu Land Program Design Document.

AusAID, 2011, *Development for All: Towards a disability-inclusive Australian aid program strategy,* Canberra.

AusAID, January 2012, Mid-Term Review of the Vanuatu Church Partnership Program.

AusAID, February 2012, Mid-Term Review of Vois Blong Yumi, Vanuatu Broadcasting and Television Corporation.

AusAID, March, 2012, DRAFT Mid-Term Review of the Vanuatu Kastom Governance Partnership Program.

Commonwealth of Australia, 2012, *Helping the World's Poor through Effective Aid: Australia's comprehensive Aid Policy Framework to 2015-16*, AusAID, Canberra.

Commonwealth of Australia, 2012, AusAID Budget 2012-13, *Helping the World's Poor: Implementing Effective Aid*: AusAID, Canberra.

Commonwealth of Australia, 2011, *An Effective Aid Program for Australia: Making a real difference – delivering real results,* Canberra

Commonwealth of Australia, 2011, *Independent Review of Aid Effectiveness*, Canberra

Commonwealth of Australia, 2010 Report, 'Violence against Women in Melanesia and East Timor': Vanuatu Country Supplement.

Cox, Marcus and H. Alatoa et.al 2007, *The Unfinished State: Drivers of Change in Vanuatu*, AusAID, Canberra

DFID http://www.gsdrc.org.drivers-of-change

DFID, November 2003, Drivers of Change: A draft approach paper.

Garu, S. and Anne Brown et al, 2011, *Kastom governance is for everyone*, Uhiversity of Queensland and Malvatumauri Vanuatu National Council of Chiefs, Port Vila

Government of the Republic of Vanuatu and Australian Government, March 2005, Australia-Vanuatu Joint Development Cooperation Strategy 2005-2010.

Government of the Republic of Vanuatu, 2009, 'Priorities and Action Agenda 2006-2015: An Educated, Healthy and Wealthy Vanuatu', Ministry of finance and Economic Management, Port Vila.

Government of Australia and Government of Vanuatu, (signed 2009), Partnership for Development.

Government of the Republic of Vanuatu, 2009, 'National Census of Population and Housing, Summary Release', Vanuatu Statistics Office, Port Vila.

Government of the Republic of Vanuatu, 2009, 'Vanuatu Law and Justice Sector Strategy and Action Plan 2009-2014, Port Vila.

Government of the Republic of Vanuatu, 2011, 'Priorities and Action Agenda Update: 'Recommitting to reform to achieve an educated, health and wealthy Vanuatu', Port Vila.

Howell J. January 2011 'Analysis of five cases of AusAID engagement with civil society in Vanuatu, Papua New Guinea and the Philippines', AusAID Office of Development Effectiveness.

Howell, J and Jo Hall, September 2010, Country Case Study, 'Evaluation of AusAID's engagement with Civil Society in Vanuatu', AusAID Office of Development Effectiveness, Canberra.

Hall, J and Jude Howell, June 2010, Working Paper, 'Good Practice Donor Engagement with Civil Society', AusAId Office of Development Effectiveness, Canberra

Kelly L, R.David and C.Roche, Deember 2008, 'Guidance on M&E for Civil Society Programs', AusAID Demand for Better Governance Unit, Canberra

McMullan, R. 2011, "Implementing disability-inclusive development in the Pacific and Asia:Reviewing progress and planning the future', in *Development Bulletin* No. 74, June 2011:1-4

Vanuatu Daily Post, 2011, "Churches seek Government attention with Resolutions", Saturday, November 9, 2011:2

Vanuatu Daily Post, 2011, 'VCC wants to break deadlock over WTO". Monday, Novemebr 21, 2011:2

Vanuatu National Statistics Office, 2009, 'National Census of Population and Housing', Summary Release, Port Vila

VBTC, April 2011, 'Tingting Blong Yumi long Vanuatu Broadcasting Corporation', Organisational Climate Survey.

VBTC, 2010, 'Bildim Fiutja Blong Yumi' Vanuatu Broadcasting and Television Corporation Strategic Plan 2010-2015

VBTC, 2010, 'National Survey of Media Usage'

VBTC, 2010, Transmission Mapping Survey

Vanuatu Church Partnership, November 2011, 'Vanuatu Church Partnership Program Charter',

Vanuatu Church Partnership Program, November 2008, Final Project Design Document