



Pacific Institute
of Public Policy

Annual
Report

13



All artwork exhibited in this publication is © John Pule (johnpule@gmail.com).

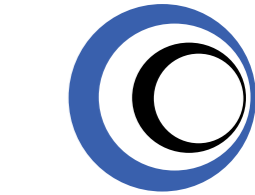
John Pule is a Niuean artist, novelist and poet. He is one of the Pacific's most significant artists with works including painting, drawing, print-making, film-making and performance. Land and identity are key concepts in Pule's work. He paints works that mourn a loss of cultural identity and sense of permanence for both himself and the wider Pacific community.

The works exhibited in this publication comprises both painting on canvas and bark cloth painting, a traditional Polynesian artform.

Since 1991, John Pule has exhibited extensively throughout New Zealand, Australia, Europe, the US, the Pacific and Asia. His work is held in numerous public and private collections. All enquiries to: gowlangsfordgallery.co.nz

PiPP invites artists and photographers with an interest in showcasing the Pacific in an original way to exhibit their work in our publications.

The Pacific Institute of Public Policy (PiPP) is a not-for-profit, independent think tank registered under the Vanuatu Charitable Associations Act (Registered Charity Number 34243).



**Pacific Institute
of Public Policy**

We exist to stimulate and support informed and inclusive policy debate in and about the Pacific

Arrival by John Pule
Cover: Above Ground Underground by John Pule

From the Board Chair

2013 was difficult year for many organisations in the Pacific.

The rapid political and financial changes wrought by donor partners and national governments meant that many critical non-state actors spent most of the year being probed and prodded by their funders. At the same time, organisations were expected to continue operations whilst seriously short of working capital.

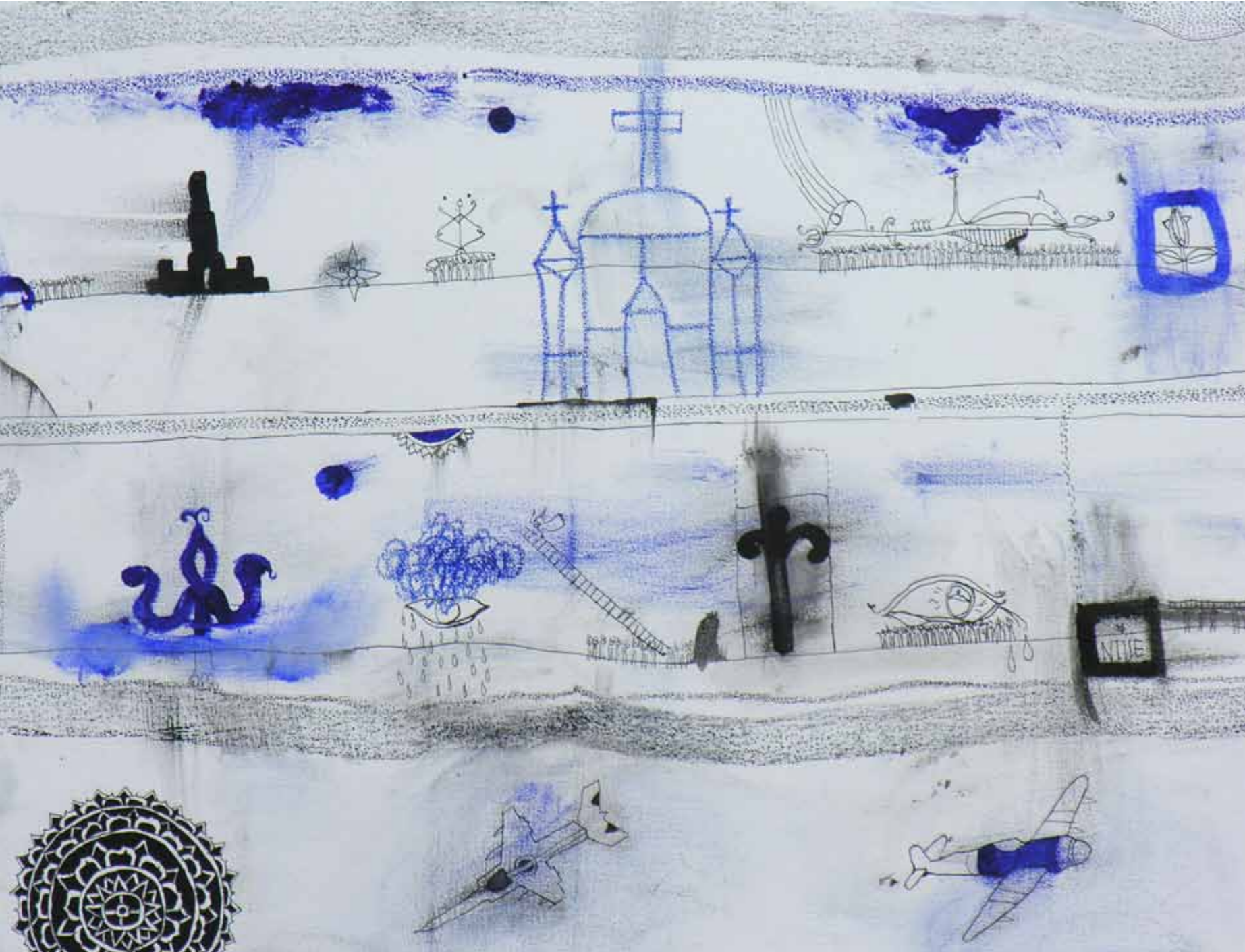
It is hardly surprising that so few genuinely independent organisations are able to survive more than a few years in the Pacific.

It is, therefore, an enormous credit to the sheer dedication and hard work of the PiPP staff that, despite facing these same challenges, they were yet again able to provide such a useful service to the region.

While the future of individual organisations may remain unclear, the explosion of social media, innovation, critical thinking and passion we have seen, especially by younger Pacific islanders, suggests that the future for the region is brighter than many thought.

I congratulate PiPP on not only surviving a very difficult year, but continuing to highlight and disseminate, the ideas, vision and creativity of the peoples of the Pacific.

Nikunj Soni
BOARD CHAIR





The Blue Plateau of Polynesian Memory by John Pule

Highlights from 2013

Dili Consensus

The Dili Consensus is the internationally acclaimed outcomes document of the two day conference convened by the Government of Timor-Leste and the g7+ Secretariat and facilitated by the Pacific Institute of Public Policy with support from the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) and Australian Aid. Under the theme 'Development for All: Stop Conflicts, Build States and Eradicate Poverty' the conference brought together over 200 participants from 48 countries to discuss priorities for the post-2015 development agenda.



Hon. Rick Houenipwela, Solomon Islands Minister for Finance reads the Dili Declaration in the presence of H.E. Xanana Gusmão, Timor-Leste Prime Minister, Mr David Hallam, UK Envoy for Post-2015 Development Goals

The Dili international conference was the first time self-identifying 'fragile' countries (either by virtue of being conflict affected, or geographically or otherwise vulnerable) came together to forge a bloc identity, share experiences of the Millennium Development Goals, and to build solidarity around the global debate on the post-2015 development agenda. The Dili Consensus made a clear call for a new approach to development that concentrates on ownership of the development agenda by those affected, and a greater focus on inclusive economic growth, peacebuilding and statebuilding, environmental management and climate change.

‘ Business as usual is not a viable option.

We are no longer on the same development journey that we began at the start of the new millennium.

We must build a framework for the next era of global development that is legitimate and relevant, truly reflecting the development aspirations and challenges of people everywhere.

With the right policies, investments and global collective action on challenges beyond our control, we have the potential to build peaceful, vibrant, just, resilient, inclusive and sustainable economies and societies.

The post-2015 development framework must help us realise our potential.

Extract from the Dili Consensus



H.E. Kiribati President Anote Tong and Dr Noeleen Heyzer, Under-Secretary-General of the UN and Executive Secretary of UNESCAP at Pacific Post-2015 Consultation

Pacific Post-2015 Consultation

As a lead in to the Dili international conference on the post-2015 development agenda, PiPP brought together 30 government, academic and civil society delegates from the Pacific for a round table consultation. Delegates agreed the Millennium Development Goals (MDGs) have played an important role in focusing development efforts, but do not fully reflect national and regional development priorities. As a region, the Pacific has been labelled a failure in terms of meeting the MDGs, which raised concerns about the application of global goals that are defined without country ownership. The consultation identified five broad areas that were not adequately covered in the MDGs: inclusive economic growth, environmental and natural resource management (especially in relation to oceanic resources), state effectiveness, peace and justice and aspects of social service delivery. Climate change was a central focus of discussions, and delegates concluded the need to hold to account the countries that contribute most to the problem, and marshal international support for climate change mitigation, adaptation and disaster risk reduction strategies. Specifically it was agreed that there was a need to greatly simplify criteria and processes for accessing climate change financing, which is currently particularly disadvantageous to small island states. The round table consultation was conducted in a spirit of mutual learning, and to find common ground and build solidarity. It was addressed by His Excellency Anote Tong, President of Kiribati and Dr Noeleen Heyzer, Under-Secretary-General of the United Nations and Executive Secretary of UNESCAP.

The contribution of the Pacific island nations, which you brought together before the conference, added great value to the discussions and outcomes.

His Excellency Kay Rala Xanana Gusmão, Prime Minister of the Democratic Republic of Timor-Leste



H.E. Susilo Bambang Yudhoyono, President of Indonesia and Co-chair of the HLP on Post-2015 Development Agenda with panel member H.E. Emilia Pires

UN High Level Panel

The Pacific Institute of Public Policy supported Her Excellency Emilia Pires, Minister of Finance in Timor-Leste and chair of the g7+, in her role as a member of the UN Secretary General's High Level Panel of Eminent Persons on the Post-2015 Development Agenda. The 26 member panel was co-chaired by President Susilo Bambang Yudhoyono of Indonesia, President Ellen Johnson Sirleaf of Liberia, and Prime Minister David Cameron of the United Kingdom, and included acclaimed leaders from civil society, private sector and government. The report of the panel was informed by an extensive consultative process, the views of the scientific and academic community as conveyed through the Sustainable Development

Solutions Network and through passionate and vigorous debate. It outlines five transformational shifts applicable to both developed and developing countries alike and provides a new set of illustrative goals and measurable targets. PiPP continues to support Timor-Leste, the g7+ and Pacific island governments through the inter-governmental process to determine the post-2015 agenda.

Pacific Debate

Together with production partners, the Oceania Development Network and Fiji TV, PiPP held its third annual Pacific Debate, the premier event focusing attention on the major policy issues confronting the region. The 2013 debate was held in Suva, on the sidelines of the biennial Oceania Development Network Conference. The theme for the debate was regional approaches to asylum seeker policy with the debate motion: 'that as global citizens it is only right that Pacific island nations accept their share of global refugees'. Both sides debated the topic with nuance and clarity, providing an important Pacific perspective that is usually missing from this global discussion. Panelists included PNG High Commissioner to Fiji, His Excellency Peter Eafeare, former president of Palau, Mr Johnson Toribiong, PNG political commentator, Mr Deni ToKunai and Professor Biman Prasad, chair of the Oceania Development Network. The event was moderated by acclaimed Tongan journalist and PiPP associate editor (Polynesia) Mr Kalafi Moala.

Dialogue for Democracy

Dialogue for Democracy is a behind-the-scenes-documentary focused on civic engagement in Vanuatu. With politics long dominated by political patronage, PiPP pioneered an innovative means of bringing voters and elected representatives together in a series of facilitated conversations on key development issues. The MP Face to Face programme was conducted over 2011/12 in every constituency in the country and culminated in a special event with the prime minister and leader of the opposition that was broadcast live across the nation. Dialogue for Democracy follows MP Face to Face coordinator, Mary Jack, and advisor to the Electoral Commission, Mr Martin Tete, as they visit local communities in the lead up to the event in Santo. It was produced and distributed as a resource for those interested in pursuing similar initiatives in the region.



PiPP's Dulciana Somare-Brash introduces the Pacific Debate panelists including H.E. Peter Eafeare, PNG High Commissioner to Fiji (left) and moderator Mr Kalafi Moala

To what extent Pacific nations have the capacity to help and deal with these problems is a big question.

Professor Biman Prasad speaking against the Pacific Debate motion that Pacific island nations should accept a share of global refugees



PiPP's Mary Jack on Radio Vanuatu discussing MP Face to Face, a new approach to citizen engagement as featured in the documentary Dialogue for Democracy



Inaugural Pacific Leaders Fellow, Ms Sina Retzlaff (Samoa) shares her experience on the issue of domestic violence with PiPP's Dulciana Somare-Brash on PiPPTalks

‘We have a unique culture of respect for one another, we have a unique culture of community engagement with one another.’

Ms Sina Retzlaff speaking on PiPPTalks about the need to raise awareness on healthy respectful relationships in a true cultural sense as a means of addressing gender based violence



PiPP's Kiery Manassah (right) engages the Prime Minister of Vanuatu, Hon. Moana Carcasses Kalosil, on West Papua and French Pacific independence on PiPPTalks

Citizen Engagement

In partnership with the Overseas Development Institute (ODI) and with funding from Australian Aid, PiPP pioneered a research method based on collecting information about how people respond to issues around service delivery through story telling surveys using the SenseMaker® data collection and analysis tool. Drawing on a pilot survey of 500 households in Port Vila, we designed and implemented a series of facilitated discussions with political actors, civil servants and civil society representatives to filter the results and put the trends and evidence in the hands of decision makers. We will continue to use the information collected to facilitate discussions about what these stories mean for what the state could and/or should deliver in Vanuatu, and look to scaling up this pilot nationally and beyond.

Pacific Leaders Fellowship

The Pacific Leaders Fellowship is a joint initiative of PiPP, the Pacific Leadership Program (PLP) and the Pacific Media Assistance Scheme (PACMAS). The fellowship supports influential Pacific Islanders to effectively exercise leadership for developmental change both nationally and in the region. Participating fellows identify an area of interest as well as the developmental change that they wish to achieve from the programme. They are then supported through the PiPP/PLP/PACMAS partnership to develop and enhance skills associated with immersing the issue in the live policy debate through active engagement and media communication. Fellows are also supported in community engagement, research and information management. The inaugural fellowship was completed in 2013 by Ms Sina Retzlaff who used the programme to develop a contextual and strategic approach that can be implemented by a coalition of stakeholders to combat violence and abuse of women and children in Samoa.

PiPPTalks

PiPPTalks is an engaging series of short (9 minute) interviews with leading Pacific policy makers and thought leaders. In 2013 we spoke with: Vanuatu Prime Minister Hon. Moana Carcasses Kalosil; the Director General of the Melanesian Spearhead Group, Mr Peter Forau; leading West Papuan independence figure, Mr Benny Wenda;

Logohu award winner and member of the Independent Groups Supporting the Autonomous Region of Papua in the Republic of Indonesia, Mr Franz Albert Joku; and inaugural Pacific Leaders Fellow, Ms Sina Retzlaff.

Pacific Politics

In 2013 we launched the new home for Pacific political and economic policy commentary (pacificpolitics.com) by our network of associate editors and bloggers. Highlighting the important issues in the region, this online resource has rapidly become a must read for anyone interested in keeping up to date with what is happening in the region. Launched in mid-2013, blog highlights included: Fiji budget analysis; likely scenarios for the FSM and the Marshall Islands when the US compact grants come to an end in 2024; ideas to end the 'resource curse' in PNG; politics of the internet in the Pacific; the issue of media freedom and its practical application to Pacific cultures; how the Parties to the Nauru Agreement have generated a steep increase in revenue from the tuna industry; elections and voting behaviour in Vanuatu; the politics of the State's takeover of the Ok Tedi Mine in PNG; and how Pacific countries can pressure the big carbon emitters to tackle climate change.

Desert Islanders

Since 2001, thousands of Pacific islanders have served as soldiers, peacekeepers or contractors in international conflicts. Dozens have died and many have been wounded in these faraway wars, yet they have received little or no media recognition, and few back in their home communities understand what these soldiers go through. Why are they there? What are the conditions like? Will their island communities back home cope when they return? PiPP's Ben Bohane spent a month in Afghanistan embedded with the US Army's Guam Battalion (which includes soldiers from across Micronesia, Polynesia and Melanesia) following its members as they went about their work. Desert Islanders is a timely series of articles investigating the role Pacific islanders are playing in this conflict, the policies in place to cater for the physical and mental needs of service members once they return home and, given the financial constraints of many of the participating nations, how national governments and local communities are responding to these needs.



Mr Benny Wenda (centre) with Dr. John Otto Ondawame (left) and Mr Andy Ayamiseba (right) at the Chiefs' Nakamal, Port Vila

‘Without a voice at the Melanesian Spearhead Group, our voice will never be recognised by other parts of the world.’

Mr Benny Wenda speaking on PiPPTalks



PiPP's Ben Bohane spent a month in Afghanistan with Pacific island soldiers as the international aspects of the conflict wind down



2013 Report card

Stimulating debate

PiPP exists to stimulate and support an informed and inclusive debate on key policy issues in and about Pacific island countries. We do this by hosting events that provide a platform for debate and the exchange of ideas, publishing material as discussion starters that deliver key messages in user relevant language and formats, and through posing questions and ideas that will spark further consideration by a broad audience .

GRADE: 2013 HIGHLIGHTS:

B+

- Dili International Conference - Development for All: Stop Conflicts, Build States and Eradicate Poverty convened by the Government of Timor Leste and facilitated by PiPP with support from UNESCAP and Australian Aid. Resulted in the internationally acclaimed Dili Consensus outcome document that has been used to raise discussion on post-2015 priorities especially by g7+ countries.
- Round Table Consultation on Pacific Issues for the Post 2015 Development Agenda. Resulted in a concise outcome document highlighting the Pacific's priorities for the post-2015 development agenda that was fed into the international discourse via the UN Secretary General's High Level Panel and broader UN regional consultation exercises.
- Pacific Debate - 'That as global citizens it is only right that Pacific island nations accept their share of global refugees'. Raised important Pacific perspectives usually missing from the global discussion.
- Unsure Refuge - (PiPP Discussion Paper 25) exploring the prevalence of rash, unsound borrowing and predatory lending practices that are leading some Pacific island countries toward insolvency. The key messages of this paper reverberated throughout government and civil society circles and has led to a clearer understanding of the pitfalls of what has at times been seen as 'easy money'.
- Research survey on the Chinese community living and doing business in Vanuatu, which raised much interest in regional media and has helped build a more nuanced discussion around the range of factors that lead migrants to move to and invest in places like Vanuatu.

KEY LESSONS:

There is scope for us to host more events and further afield - these have been planned but implementation has been hampered by funding difficulties. We could and should publish more material and more regularly. The PiPP event model is successful largely because we have a solid reputation as being a neutral broker of discussion - we do not advocate for any policy position, we simply provide the space within which home-grown solutions can emerge. Our work has demonstrated Pacific islanders are realising their rightful place as the primary participants in discussions about issues that affect their lives.

Informing the debate

At PiPP our informed Pacific perspectives on issues affecting the globe and our regional community means that we are sought out to contribute to national, regional and international events and thinking on key issues. We pride ourselves on our interlocutory role and as knowledgeable brokers of relevant research and information. We also respond to requests for direct support and engagement by regional government, civil society organisations and visiting researchers.

GRADE: 2013 HIGHLIGHTS:

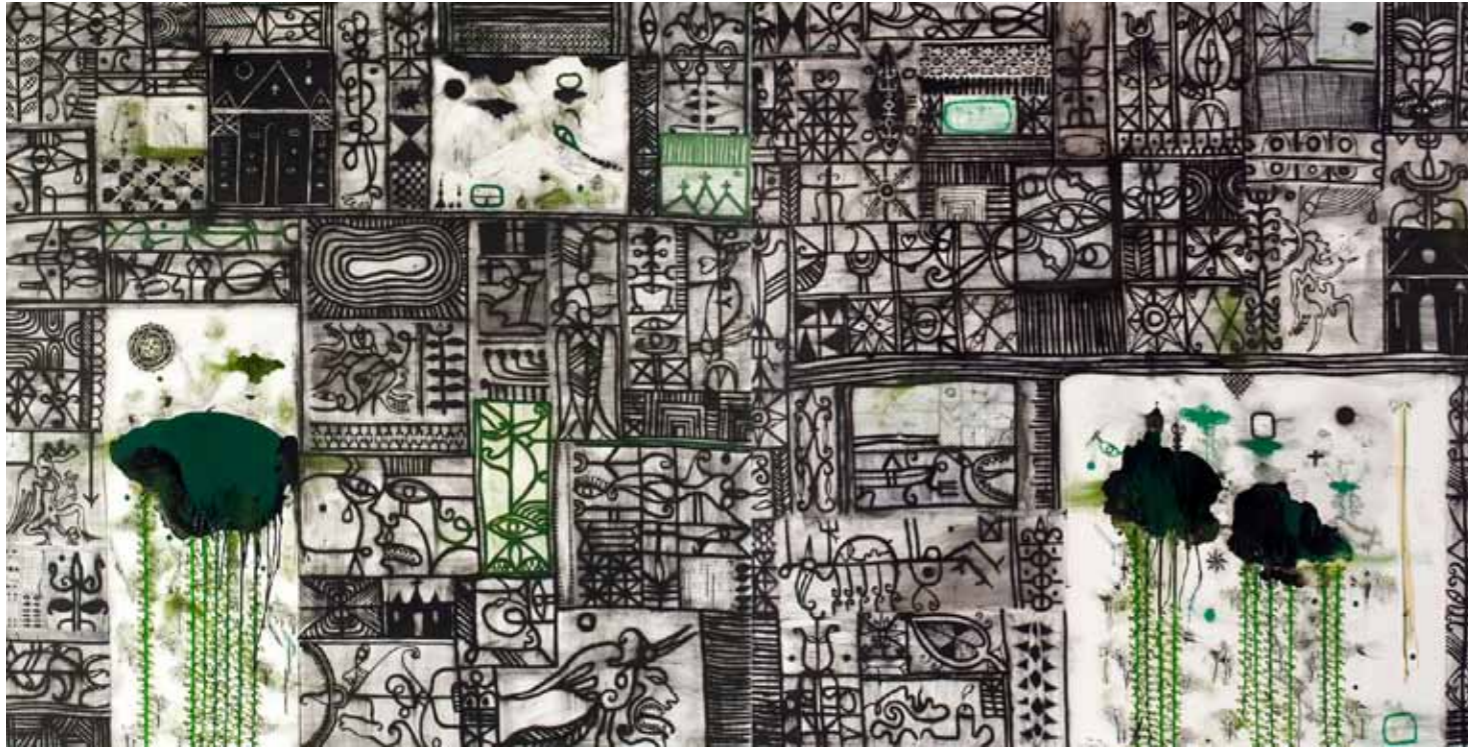
B+

- Advisor to H.E. Emilia Pires in her capacity as member of the UN Secretary General's High Level Panel on the Post 2015 Development Agenda (Dili, Bali, Monrovia, New York).
- Significant input into the Vanuatu National ICT Development Committee in preparation of the National ICT Policy (Port Vila) together with contributions to PacINET 2013 Conference (Nuku'alofa), Pacific Islands Regional ICT Review (Seoul) and Internet Governance Forum (Bali).
- Session chair at the Development Policy Centre 2013 Pacific & PNG Update (Canberra).
- Contribution to the Melanesian Spearhead Group Eminent Persons Group Consultation (Port Vila)
- Contribution to the Pacific Plan Review consultation (Port Vila).
- Support to the Melanesian Spearhead Group for the 19th Leaders Summit (Noumea).
- Keynote address and presentations to the Oceania Development Network Conference (Suva).
- Facilitator at the Extractive Industries Transparency Initiative (Alotau, Papua New Guinea).
- Participation with PACMAS on 'Rod Blong Digital: Vanuatu Media Long 21st Century' (Port Vila).
- Moderated Vanuatu Youth Parliament (Port Vila)
- Moderated MSG Council of Arts and Culture in preparation for the Framework Treaty on Traditional Knowledge and Expression of Culture (Port Vila).
- Member of inaugural ADB-Asia Think Tank Development Forum (Beijing).
- Briefings to Overseas Development Institute and Chatham House on range of initiatives (London).

KEY LESSONS:

In addition to our role in engaging in national, regional and international events our new blog (pacificpolitics.com) launched in mid-2013 has provided a valuable platform for knowledge sharing and synthesising information and key messages. We will need to continue to work on maximising technology advances and making our online presence as accessible as possible as we continue to grow our audience. This will need to be complementary to and not a replacement for the interpersonal relationships that underpin the PiPP network, together with the citizen engagement programmes and traditional media outreach.

2013 Financial report



Savage Island Hiapo by John Pule

It is the responsibility of the Board to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the institute at the end of the financial year and of its income, cashflows and changes in funds for that year.

The Board is also responsible for keeping proper accounting records and for safeguarding the assets of the institute by taking reasonable steps to prevent and detect fraud.

In the opinion of the Board, the financial statements for the year ended 31 December 2013 have been drawn up so as to give a true and fair view.

The Board confirms that suitable accounting policies have been used and applied consistently and that reasonable and prudent judgments and estimates have been made in the preparation of the financial statements for the year ended 31 December 2013.

The Board also confirm that applicable accounting standards have been followed and that the financial statements have been prepared on a going concern basis.

The members of the Board confirm that the summarised financial statements on the following pages are a summary of the information extracted from the full annual financial statements. The summarised financial statements may not contain sufficient information to allow for a full understanding of the financial affairs of the institute.

A copy of the full audited financial statements for the financial year ended 31 December 2013 are available from the institute's offices and online.

Approved by the Board
28 February 2014

We have audited the financial statements of the Pacific Institute of Public Policy which comprise the balance sheet as at 31 December 2013, the income statement, the statement of changes in funds and the statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes set out in the report of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

In our opinion, the financial statements have been properly prepared in accordance with the provisions of the Charitable Associations Act (Consolidated) and give a true and fair view of the financial position of the entity as at 31 December 2013, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

We have examined the summarised financial statements of the Pacific Institute of Public Policy for the year ended 31 December 2013. We have also read the other information contained in the annual report and considered the implications for our report if we became aware of any apparent misstatements or material inconsistencies with the summarised. In our opinion, the summarised financial statements on the following pages are consistent, in all material respects, with the full audited financial statements of the Pacific Institute of Public Policy for the year ended 31 December 2013.

Please note, the summary financial statements do not contain all the disclosures required by International Financial Reporting Standards applied in the preparation of the audited financial statements. Accordingly, reading the summary financial statements is not a substitute for reading the financial statements.

LAW PARTNERS
Chartered Accountants

INCOME STATEMENT FOR PERIOD ENDED 31 DECEMBER 2013

OPERATING REVENUE	2013	2012
Core funding grant	116,375,000	88,090,200
Project income	15,009,955	14,953,724
Interest income	205,330	125,704
Other income	564,229	7,296,650
TOTAL REVENUE	<u>132,154,514</u>	<u>110,466,278</u>
OPERATING EXPENSES		
Programming, network and administration		
Personnel costs	26,931,506	13,003,769
Operational costs	27,628,926	15,953,305
Travel costs	3,894,804	7,760,469
	<u>58,455,236</u>	<u>36,717,543</u>
Research and special projects		
Personnel costs	10,786,453	13,160,424
Operational costs	19,493,760	19,655,726
Travel costs	10,586,352	6,608,577
	<u>40,866,565</u>	<u>39,424,727</u>
Communications, events and research uptake		
Personnel costs	21,800,652	17,625,401
Operational costs	8,671,276	10,582,199
Travel costs	4,470,231	7,735,437
	<u>34,942,159</u>	<u>35,943,037</u>
TOTAL OPERATING EXPENSES	<u>134,263,960</u>	<u>112,085,307</u>

STATEMENT OF CHANGE IN FUNDS

Balance at beginning of the year	30,107,016	31,726,045
Operating surplus/(loss) for the year	(2,109,446)	(1,619,029)
Balance at the end of the year	27,997,570	30,107,016

BALANCE SHEET AS AT 31 DECEMBER 2013

CURRENT ASSETS	2013	2012
Cash	81,075,126	93,180,977
Receivables	-	751,098
Other assets	1,281,251	438,645
Total current assets	<u>82,356,377</u>	<u>94,370,720</u>
Non-current assets		
Property, plant and equipment	7,686,830	6,177,799
Total non-current assets	7,686,830	6,177,799
TOTAL ASSETS	90,043,207	100,548,519
CURRENT LIABILITIES		
Creditors and accruals	1,142,039	816,871
Provisions	-	1,902,874
Income in advance	48,403,962	59,375,000
Total current liabilities	49,546,001	62,094,745
NON-CURRENT LIABILITIES		
Provisions	12,499,636	8,346,758
Total non-current liabilities	12,499,636	8,346,758
TOTAL LIABILITIES	<u>62,045,637</u>	<u>70,441,503</u>
NET ASSETS	27,997,570	30,107,016
Accumulated surplus	27,997,570	30,107,016
TOTAL ACCUMULATED SURPLUS	<u>27,997,570</u>	<u>30,107,016</u>

NOTES:

The financial statements are presented in Vanuatu currency (Vatu) which is the Institute's functional and presentation currency.

Foreign currency transactions are translated to Vatu at the rates of exchange ruling at the dates of the transactions. Amounts receivable and payable in foreign currencies at balance date are translated at the rates of exchange ruling on that date. Exchange differences relating to amounts payable and receivable in foreign currencies are brought to account in the income statement in the year in which the exchange rates change.

Core funding grant provided by the Government of Australia aid programme.



The Splendid Land by John Pule

Looking ahead - themes for 2014

Post 2015 Development Agenda

The Millennium Development Goals (MDGs) are set to expire in 2015, and there is a global process underway to formulate a new international development agenda. Including the Pacific voice in these global discussions is essential if we are to ensure the new development paradigm takes into account the key challenges and opportunities facing our region. PiPP has been engaged in the Post-2015 process through its association with the UN Secretary General's High Level Panel of Eminent Persons, the Government of Timor-Leste, Pacific island governments and the g7+ Secretariat. We will continue to strengthen these associations in 2014, including acting in an advisory capacity to the Government of Timor-Leste, through its Permanent Mission to the UN in New York, and g7+ Secretariat in the inter-governmental UN Open Working Group on Sustainable Development Goals. We will also seek out opportunities to solicit Pacific thinking and research on the priority issues for the region, including climate change, ocean management and conservation, peacebuilding and statebuilding, non-communicable diseases, gender and inclusive economic growth.

Geopolitics

The Pacific is increasing in strategic value as global powers 'pivot' into the region. Pacific island leaders are looking for ways to accommodate and benefit from this renewed interest in Oceania, and to maintain peace and cohesion while maximising development opportunities. Under this programme, we will seek to stimulate informed discussion and thinking around security issues, regionalism, aid effectiveness, multilateralism and bilateral diplomacy. In 2014 we will partner with the Honolulu based Asia Pacific Centre for Security Studies to bring together key thinkers and practitioners for a regional conference on security governance and architecture. The conference and our ongoing programme will explore the growing appreciation of the nexus between peace, security and development; approaches to regional peacekeeping and national peacebuilding; and conventional threats and flashpoints (such as tension in the South China Sea and the ongoing conflict in West Papua) and non-conventional threats, ranging from climate change impacts to the epidemic of obesity and non-communicable diseases to community policing and domestic violence concerns. We will also engage with the regional review of the Pacific Islands Forum and the Pacific Plan as a means of recalibrating the approach to regionalism, with a particular view to the role of strong sub-regionalism as a means of enhancing regional cooperation.

Political Reform and Citizen Engagement

The governance landscape across the Pacific has long been dominated by political patronage. An emerging younger generation is increasingly impatient to see change, forcing a rethink on how to address the dislocation between politics and citizens and improve service delivery. Under this programme, we will build on the research and events pioneered in Vanuatu over the last few years to stimulate informed debate and thinking about prevailing governing systems and explore options to strengthen the social contract between the state and its citizens. We will also embark on a programme to make essential information, including government budgets and statistics, accessible as another step towards ending the closed-door discussions of public policy. By bringing information and policy discussions together we can offer a richer environment for shaping good policy.

Management & accountability

Organisational governance

The Pacific Institute of Public Policy (PiPP) was established as a legal entity under the Vanuatu Charitable Associations (Incorporation) Act (registered no. 34243) on 21 November, 2007. The institute's constitution forms part of its articles of association and details the organisation's objectives, composition and management.

The institute is governed by a Board of up to seven members whose purpose is to maintain the values of the organisation and set the overall strategy and direction. Current members are profiled in the following pages. The Board monitors the financial and operational performance of the organisation and its management. The Board meets twice annually, before 28 February to approve the annual report and audited financial statements for the previous operating/financial year and by 30 November to approve the annual budget and activity plan for the forthcoming year. The institute follows the Vanuatu financial year, which starts on 1 January and ends on 31 December.

Human resource management

The institute has a Board approved Human Resource Policy and Procedures, which was prepared by an external HR professional and sets out recruitment, staff development, grievance and disciplinary procedures. The institute's human resource planning is informed by analysis of future workforce demand and supply, future workforce opportunities and challenges, skills assessments and legislative obligations. Going into 2014, core staffing numbers are expected to remain relatively constant at 14 full time equivalent positions covering programming, networking and administration (4), research (5) and communications and research uptake (5) with 12 out of the 14 positions (86%) working directly on research/analysis and the dissemination of information.

We continue to explore ways of operating through a network of associates and contributors, and through strengthened institutional partnerships with other research and policy focused organisations in other Pacific island countries. This allows us to keep our core staffing requirements at a sustainable level, whilst expanding our reach and access to relevant expertise. This model also allows greater flexibility in responding to contemporary and emerging policy issues, and by embracing information technology advances will ensure the natural evolution of PiPP from 'think tank' to collaborative 'think net'.

Financial management

Financial management is the responsibility of the Executive Director and is overseen by the Board. The institute has Board approved Financial Regulations in place, which cover: financial delegations; management of accounts; payments and purchasing; asset management; and financial reporting. The institute is committed to the principles of best procurement practice that includes open, fair and competitive purchasing and tendering processes, which are appropriate in terms of cost and efficiency and take into account potential conflicts of interest. The institute has advanced budgeting and accounting systems in place, and the accounts are audited annually by a firm of chartered accountants according to international accounting standards.

Ethics and values

The institute has a Board approved Research Ethics Framework, which provides guidance for researchers and procedures for institutional monitoring. All research conducted by, for, and/or in collaboration with PiPP is guided by the principles of dignity, respect, selflessness, honesty, integrity, objectivity, accountability, openness, and leadership.

External scrutiny, monitoring and evaluation

The institute's accounts and operations are audited annually by a firm of chartered accountants in accordance with international financial reporting standards, and submitted to the Vanuatu Financial Services Commission pursuant to the requirements of the Vanuatu Charitable Associations (Incorporation) Act. The type of activity undertaken by PiPP does not easily lend itself to measuring outcomes. Short-term quantifying mechanisms can capture the level of outputs (e.g. number and reach of research and discussion papers, number of citations of PiPP analysis, web and network traffic and event attendance) but this provides little evidence of how PiPP's activities lead to better informed and more inclusive policy decisions and how these decisions contribute to improved development outcomes. Given the complexity in assessing the impact of our work, we have teamed up with the Overseas Development Institute to examine the characteristics of the policy issues and environment in which we operate, track how we have responded and the effect this has had on fostering debate amongst different stakeholders and any contribution this has had to policy change. The assessment is based on interviewing key stakeholders and mapping the issues, PiPP's responses and its impact. Rather than focus on individual or specific stories, the performance assessment provides an analysis of the patterns that emerge from the totality of the reviews.

The people behind PiPP

BOARD

Dame Carol Kidu, DBE Dr (Hons)

Mr Matthew Morris, General Manager PNG Sustainable Development Program Ltd

Mr Nikunj Soni (Chair), Adviser to the Prime Minister and Finance Minister, Timor-Leste

Mr Kaliopate Tavola, Melanesian Spearhead Group High Level Representative

H.E. Mr Odo Tevi, Ambassador and Permanent Representative of Vanuatu to the United Nations

Mr Afamasaga Toleafoa, Chair of the Samoa Farmers Association and the Pacific Islands Farmer Organisations Network

STAFF

Trevor Banga, Research Assistant

Frida Bani-Sam, Communications and Network Liaison Officer

Ellen Bitalau, Executive Assistant

Ben Bohane, Communications Director

Jennifer Bowtell, Research Officer/Events Coordinator

Derek Brien, Executive Director

Mark Evans, Senior Policy Analyst/Economist

Giff Johnson, Associate Editor (Micronesia)

Mary Jack Kaviamu, Project Officer

Linda Kenni, Project Officer

Toby Ley, Research Associate

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